

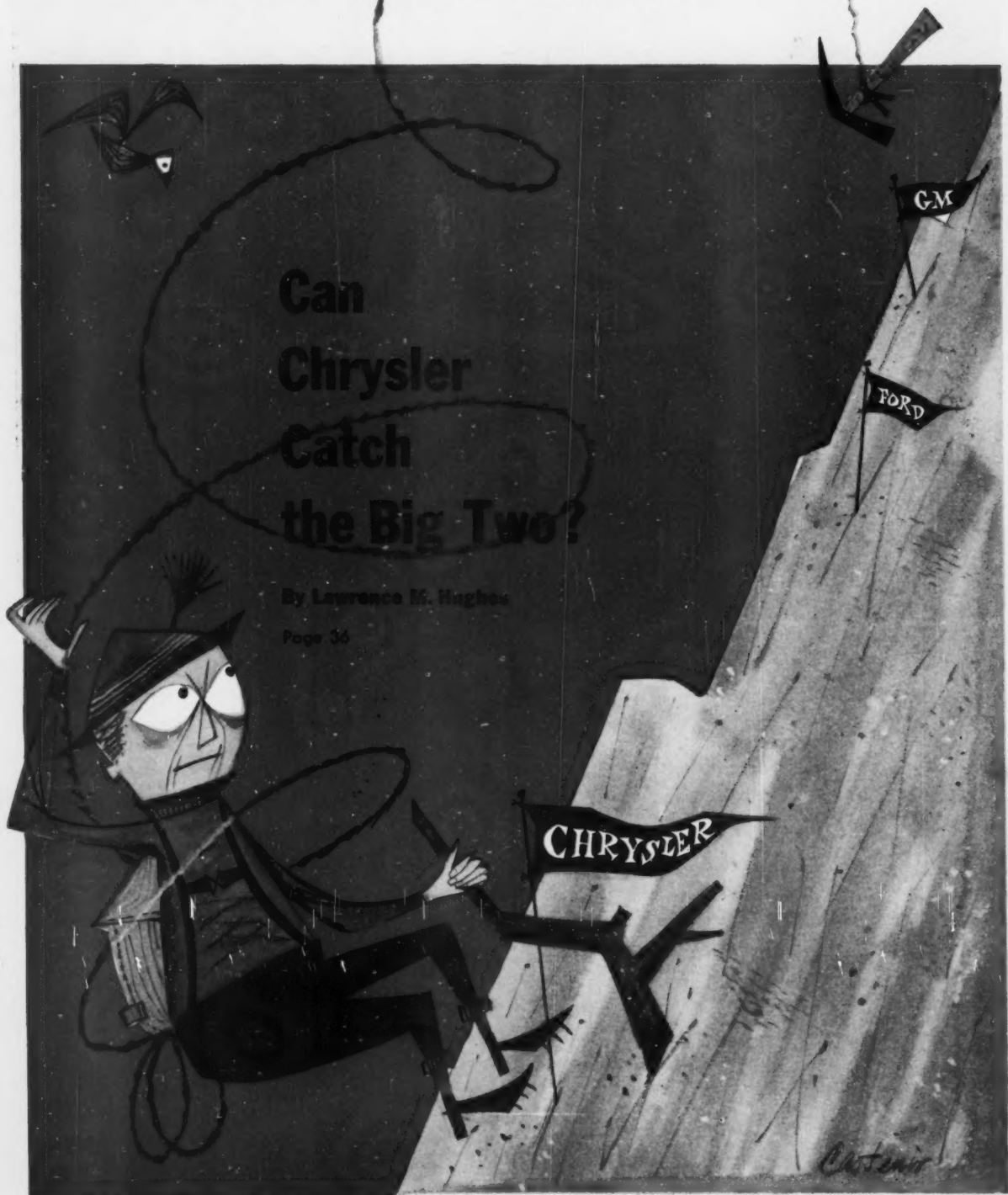
Sales Management

THE MAGAZINE OF MARKETING

Can Chrysler Catch the Big Two?

By Lawrence M. Hughes

Page 36



FIFTY CENTS

A BILL BROTHERS PUBLICATION

NOVEMBER 20, 1954



Salesmanship built this...

AND HELPED BUILD EVERYTHING ELSE THAT MAKES MODERN AMERICAN LIVING WHAT IT IS... THE HIGHEST STANDARD THE WORLD HAS EVER SEEN

No factory ever got going without salesmanship and hard work behind it. No factory ever kept going without salesmanship to feed it business. But, salesmen seldom deliver their best without the right help. And that's where Jam Handy—a proved producer of sales promotion aids—helps management help salesmen! If your staff needs professional help to get out the right promotion materials on time... if your salesmen need to be better informed about your products and your objectives... Jam Handy can help you do the job. Call the nearest Jam Handy office... learn for yourself how a single responsibility "under one roof"—one explanation of objectives—a single accounting—can simplify your sales promotion job.

The **JAM HANDY** *Organization*

OFFICES

NEW YORK 18
1775 Broadway

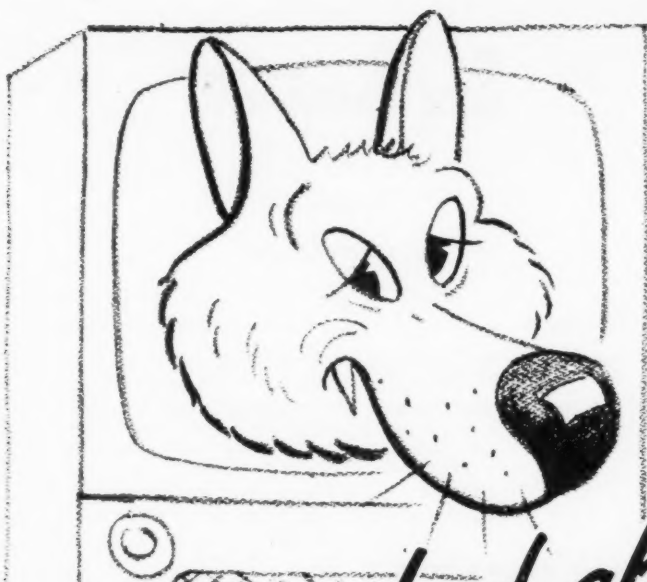
DAYTON 2
319 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
Gateway Center

CHICAGO 1
230 North Michigan Ave.

HOLLYWOOD 28
5746 Sunset Blvd.



What's so bad about the big bad wolf?

WHAT big eyes you have, grandma! (The better to see, my dear, that the New York Journal-American's the hottest paper in town!) And those huge ears, grandma! (The better to hear, my dear, that TV, the family keep-at-home, is actually increasing the Journal-American's sizzle!)

The J-A and TV work together like ever-loving teammates. The J-A and TV go into the home together and share evening leisure hours with the family. TV viewers read the J-A clear through for the most complete TV information page in town . . . the best sports news and sports columnists . . . the newsiest, liveliest, most entertaining stories behind the headlines flashed on their TV screen.

The new "Videotown" report, released by ad agency Cunningham and Walsh, shows evening newspaper reading at its peak. Journal-American readership is soaring even higher! The J-A not only

has the biggest evening circulation in town (and always has had) . . . the J-A also shows the biggest daily circulation gain of any New York paper.

No wonder the Journal-American has gained nearly 800,000 lines of retail advertising in the past six months—almost twice the gain of any other New York paper—at a time when most New York papers have been losing retail linage.

New York Newspapers Retail Advertising Gains & Losses May - October 1954

Journal-American	gain	789,973
Other evening papers	gain	315,734
All Morning papers	loss	804,649

Source: Media Records

NOTE: Gains and losses based on total retail advertising linage, daily and Sunday. "Other evening papers" publish six days weekly.

in New York it's better in the evening and it's **best** in the

Journal NEW YORK **American**
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

Some have
so much more
R.P.*

than others!

MIDWEST UNIT FARM PAPERS

have 38% more

***Reader
Preference**

than all 4 national
farm magazines
combined!

IN A NEW STUDY of the Midwest
Farm Market, supervised
by the Minneapolis office of



Batten, Barton,
Durstine & Osborn
Inc., farmers
themselves
tell you the
media they
prefer. Get

your copy of "The Readers'
First Choice" to help you sell
the richest farm market in the
world—where Midwest Unit
Farm Papers deliver your mes-
sage to practically all farm
families.

Sales Offices at: 250 Park Ave.,
New York 17... 59 E. Madison
St., Chicago 3... Russ Bldg.,
San Francisco 4... 643 South
Flower St., Los Angeles 17.

MIDWEST
Farm Paper
UNIT

Nebraska Farmer • Wisconsin Agriculturist and
Farmer • Wallaces' Farmer and Iowa Homestead
Prairie Farmer • The Farmer

Sales Management

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NOVEMBER 20, 1954

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Past Due Accounts Pay Up,
Give Salesman an Order

With merchandise easy to get, delinquent dealers will turn to other suppliers, if the salesman is not willing to use salesmanship to collect and to re-sell. An old hand at both reveals the words he uses and explains why they work.

By William C. Dorr, W. C. Dorr Associates, Sales Consultants

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GENERAL MANAGEMENT

Can Chrysler Catch the Big Two?

With a \$250-million investment in five new lines of cars; new over-all sales direction and more division autonomy; 50% larger sales manpower and more aggressive advertising... Chrysler sets out to turn downward sales curve upward.

By Lawrence M. Hughes, Special Feature Editor

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MERCHANDISING

Battle of the Bottles

Will these decanters put the liquor store in the holiday gift business?

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MARKET ANALYSIS

The ABC's of Sales Potential

We come now to discussion of the measurement of sales potential... the counting and grading of units... how to define your units, how to collect raw data. Listed here are 44 sources of information sales analysts can draw upon. Second of a group of three articles...

By Eugene J. Bengt, Management Engineer, Author of "Manpower in Marketing"

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Millions of Do-It-Yourselfers
Tune in on Arthur Avril's Dream

The first bag of pre-mixed sand and cement for small jobs was marketed in 1936. Now convenience-happy buyers are discovering Sakrete. If you see the need for a new product, launch it now, and you may be swept up in a boom.

By Edgar C. Hanford

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Tips on How to Run
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No matter how much talent there may be available in the chairman and his group of speakers, a good meeting of this kind requires careful planning, organization and rehearsal.

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SALES MANAGEMENT

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By Robert Letwin, Editor, Sales Meetings 34

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A good speaker doesn't need the crutch of a visual—but often his audience does. So visualize only to help listeners.

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Preview for December 1

Profit-Making Solutions to Sales Problems:

Merchandising Help from Newspapers— Why Some Advertisers Get More Than Others

By Frank G. Hubbard, Assistant to the Publisher, Gary (Ind.) Post-Tribune

Boom in Brand Name Catalog Houses

Many famous make manufacturers find profitable outlets and Fair Trade prices through a new kind of wholesaler who enlists the power of thousands of door-to-door salesmen.

Sheaffer Pen Fights Discount Houses —Finds Extra Dealer Support and Sales

Still More . . . Adventures in (Discount House) Shopping

Give Prospects What They Want!

Buyers have so much faith today that the product of any reputable manufacturer will live up to performance claims that you should look to something else as the "X" factor in the sale. On a new product, Bausch & Lomb found it to be simply "appearance."

10,801 Advertisers Can't be Wrong!

●10,801 Advertisers placed product descriptive advertising in 1954 Annual Edition of Thomas Register. This astonishing advertising patronage far exceeds the number of advertisers using all other industrial media combined

This record trend to T. R. is quickly summarized in the remarks of one of our advertisers—"The steady stream of high quality inquiries, the kind that result in sales, is our reason for placing Thomas Register at the top of our list."

You can get the facts about this low cost way of securing sales producing inquiries, from a Thomas Register representative. Write or call him now for the 1955 Edition.

The Only Paid Circulation
in the field —
ABC 96% Paid



THOMAS REGISTER

461 EIGHTH AVENUE NEW YORK 1, N. Y.





Listeners stick with WBNS...

Through all rated programs, WBNS Radio comes up with more listeners than all other local stations combined. Makes easier sledding for advertisers, too, because WBNS carries the TOP 20 PULSE-rated programs, both day and night. Push your products on the number one station . . . WBNS Radio.

ASK
JOHN
BLAIR

WBNS radio
COLUMBUS, OHIO
CBS for CENTRAL OHIO

What does . . .

"THE SALES MANAGER'S AGENCY" offer to Sales Executives?

CONSULTATION
FIELD RESEARCH
PLANNING
WRITING
DESIGNING
PRODUCING



TRAINING PROGRAMS
DISTRIBUTOR MEETINGS
PROMOTION PROGRAMS
SALES PRESENTATIONS
SALES MANUALS
FILM & RECORDINGS

A Complete Service sparked by experienced creative talent, tempered by hard-headed selling sense.

VISUAL METHODS COMPANY, Inc.

"THE SALES MANAGER'S AGENCY"

6 East 39th Street, New York 16, N. Y.
MU 6-4443

SERVING SUCH CLIENTS AS — American Chicla, Best Foods, Birds Eye, Congoleum-Nairn, Ford International, General Foods, (all divisions), Hamilton Watch Co., Ladies' Home Journal, Maxwell House Coffee, Monroe Calculating Machine Co., Penick & Ford, Raybestos, Schoefer's Beer, Yale & Towne; also Training Programs for U. S. Army, Navy and Treasury.



EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. Lexington 2-1760

EDITORIAL

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ASSOC. MANAGING EDITOR John H. Caldwell
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PRODUCTION DEPT. Ellen Knauft, Patricia Simon

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NEW YORK 16, N. Y. (386 Fourth Avenue;
Lexington 2-1760): Merrill V. Reed, W. E.
Dunsby, Wm. McClenaghan, Randy Brown,
Jr., Gerald T. O'Brien.

CHICAGO 1, ILL. (333 N. Michigan Avenue;
State 2-1266): C. E. Lovejoy, Jr., W. J.
Carmichael, Thomas S. Turner.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419; Woodland 23612):
Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR R. E. Smallwood
SUBSCRIPTION MANAGER C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production office: 1200 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

OFFICERS

PRESIDENT AND PUBLISHER Raymond Bill
GENERAL MANAGER Philip Salisbury
SALES MANAGER John W. Hartman
TREASURER Edward Lyman Bill
VICE PRESIDENTS C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorpo-
rated PROGRESS, is published semi-monthly on
the first and fifteenth except in May, September
and November when it is published on the first,
tenth and twentieth. Affiliated with Bill Brothers
Publishing Corp. Entered as second class Matter
May 27, 1942 at the Post Office, East Stroudsburg,
Pa., under the act of March 3, 1879. Publication
(printing) offices, 34 North Crystal St., East
Stroudsburg, Pa. Address mail to New York office.
Copyright November 20, 1954 by Sales Manage-
ment, Inc.

Member



November 20, 1954 Volume 73 No. 12

Looking for the cream ... of a \$8,000,000,000 market ?



THE INQUIRER takes your advertising to the most potent pocket-books in Delaware Valley, U.S.A. In addition to intensive coverage of the city, THE INQUIRER reaches out to give advertisers thorough penetration of the rich suburbs and nearby towns that account for HALF THE SALES in the Greater Philadelphia area.

That's why you find so many new

advertisers in THE INQUIRER ... so many old ones with expanded schedules. Greater results for advertisers have made THE INQUIRER Philadelphia's FIRST newspaper ... FIRST in National advertising, Retail advertising, Classified advertising and Total advertising.

To skim the cream off the great Delaware Valley, schedule THE INQUIRER ... FIRST!

The Philadelphia Inquirer

The Voice of Delaware Valley, U.S.A.

Exclusive Advertising Representatives:

NEW YORK

ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO

EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT

GEORGE S. DIX
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO

FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES

FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

DELAWARE VALLEY, U.S.A. has peak buying power

Sales Management estimates the effective buying income of Delaware Valley at over \$8,000,000,000 ... 18% more per family than national average.



THE FRED J. PRIDES typify the many Negro families who use their incomes to create comfortable living. The Pride story is, in essence, the story of Negro progress today, epitomizing changes which have made the Negro population America's fastest growing new consumer market.

Do you recognize this family?

to recognize is "to acknowledge formally, as by special attention."



Do you recognize the Prides in your market and media plans? They live in Philadelphia—but they are typical of similar substantial families in 25 other important Negro markets served by API newspapers. The buying force they represent—a market of 16 million people with annual income of \$16 billion—is most effectively reached via API newspapers.

More than 450 national advertisers recognize the Prides, the dynamic buying potential they stand for; and they are doing something about it. Their direct invitations to buy achieve maximum impact in API newspapers because these papers

have built relationships of rare intimacy and confidence within the communities they have served for years. As institutional crusaders for Negro progress, API newspapers feature news written exclusively for and about their readers. The unmatched loyalty and interest they enjoy (readership analyses reveal scores of from 70 to 100% for all pages) carry over to the advertiser.

To expand your markets, or to strengthen your consumer franchise among Negroes, rely on the power of API newspapers. We'll be happy to supply specific data about any of our markets.

One example of the effectiveness of regular advertising in an API newspaper is the case of a toothpaste manufacturer: In a major population center, his share of the general market is 52.2%; thanks to his API newspaper advertising, his share of the Negro market is 65.6%.

ASSOCIATED PUBLISHERS, Inc.

31 West 46th St., N. Y. 36, N. Y.
JUdson 2-1177



166 W. Washington St., Chicago 2, Ill.
ANdover 3-6343

Pacific Coast Representative: WHALEY-MIKKELSEN COMPANY
235 Montgomery Street, San Francisco, Calif. • SUitter 1-6072
6513 Hollywood Blvd., Los Angeles, Calif. • HOLlywood 3-7157

BASIC MEDIA REPRESENTED BY API

BALTIMORE	AFRO-AMERICAN	LOS ANGELES	THE CALIFORNIA EAGLE	RICHMOND	AFRO-AMERICAN
CHICAGO	DEFENDER	LOUISVILLE	DEFENDER	SAVANNAH	TRIBUNE
CINCINNATI	LEADER	MEMPHIS	TRI-STATE-DEFENDER	ST. LOUIS	THE ARGUS
CLEVELAND	CALL AND POST	MINNEAPOLIS	SPOKESMAN	SAN FRANCISCO	SUN-REPORTER
COLUMBUS	OHIO SENTINEL	NEWARK, N. J.	AFRO-AMERICAN	ST. PAUL	RECORDER
DALLAS	EXPRESS	NEW ORLEANS	LOUISIANA WEEKLY	TAMPA	FLORIDA SENTINEL
DETROIT	MICHIGAN CHRONICLE	NEW YORK	AGE-DEFENDER	WASHINGTON	AFRO-AMERICAN
FORT WORTH	THE MIND	NORFOLK	JOURNAL AND GUIDE	NATIONAL	AFRO-AMERICAN
HOUSTON	INFORMER	PHILADELPHIA	AFRO-AMERICAN		CHICAGO DEFENDER
KANSAS CITY	THE CALL		THE TRIBUNE		

More Advertisers Use Negro Newspapers Than Any Other Medium Designed for Negro Families

SALES MANAGEMENT



With too many carriers at the loading dock,
it was tough getting *ANY* goods moved...



But, now, since the job's done by RAILWAY EXPRESS,
the situation is vastly improved!

The big difference is

Whether you're sending or receiving...
whether your shipment is big or small...
whether it's by rail or air... for the
best answer to your shipping problem,
call Railway Express first. A complete
shipping service in the American tradition
of private enterprise.

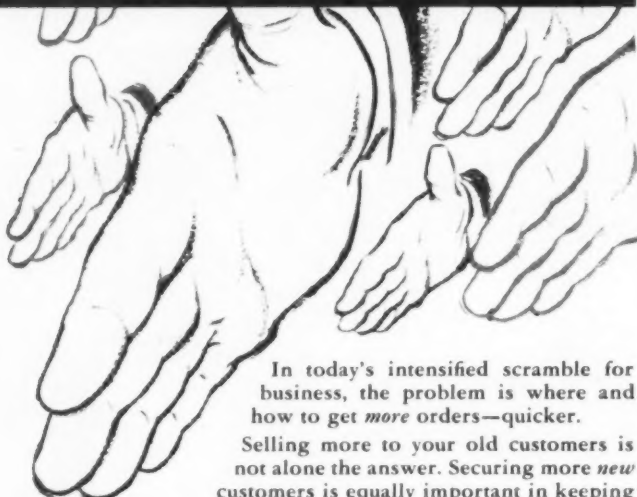
As a contribution in the public interest,
RAILWAY EXPRESS will take your orders for CARE.



...safe, swift, sure

What is N.E.D.'s Business Getting Program Worth to You...

in **NEW CUSTOMERS?**



In today's intensified scramble for business, the problem is where and how to get *more* orders—quicker.

Selling more to your old customers is not alone the answer. Securing more *new* customers is equally important in keeping

sales volume up in today's tough competitive battle.

Sales leads from advertising in N.E.D. are helping many companies to guide salesmen to new accounts. For example:

A manufacturer of air control devices recently reported that of a large number of actual orders resulting directly from N.E.D. inquiries, in a year's time, 34.6% were obtained from companies never sold before... and more than half of these new customers re-ordered from 1 to 16 times!

A builder of heat transfer equipment also told us that over 50% of the many sales resulting from inquiries produced by its N.E.D. advertising in a 12-month period were made to new customers... and over half of these new accounts have placed numerous repeat orders.

Here is evidence that N.E.D.'s Business Getting Program really pays off. Why not put this powerful action-producing sales tool to work for you?



Find out how N.E.D. can help make more sales—obtain new customers. This booklet tells how it paid off for eight different companies. Send for your copy now.

over 70,000 COPIES (Total Distribution) 210,000 READERS in over 42,500 PLANTS

A PENTON PUBLICATION

1213 West Third Street, Cleveland 13, Ohio

NBP

BPA



LETTERS TO THE EDITORS

HOT READING FOR COLD CLIMATES

The Oct. 15 edition of SALES MANAGEMENT was passed on to Mr. Harrison of our export and military sales department, because of the article on the buying done by the Quartermaster Corps (p.138).

You will be interested to know that Mr. Harrison was about to take off for a trip to Alaska when the magazine hit his desk, so he took advantage of the perforation setup you are now using, took out the pages and put them in his pocket for reading en route to Alaska.

We use a considerable amount of material in SM for our in-service sales training course. The perforation idea is excellent for our purposes, because we can now distribute individual articles for review and presentation at our meetings much more easily than has been possible heretofore.

This is by way of reporting.

E. R. Hames

Sales Manager
Shakespeare Co.
Manufacturers of Fishing Tackle
Kalamazoo, Mich.

A TOUGH QUOTA TO SET

We have a client who ships a rather bulky product—men's shoes. The further he gets away from his base of manufacture the more he faces severe competition from regional and local producers. Another problem he faces is that while retailers start off with a full inventory, they rapidly sell out of certain sizes and when they have to fill in they want to get the fill-in merchandise as quickly as possible. Hence they have a tendency to favor a nearby supplier.

The question is: How do you adjust a salesman's quota to meet a condition of this kind? I wonder if any of your readers can contribute any experience on this?

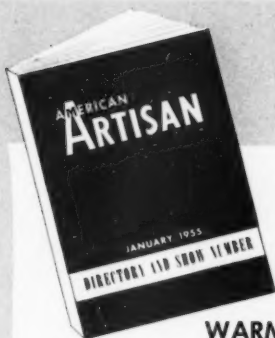
Zenn Kaufman

Merchandising Consultant
439 Madison Avenue
New York 22, N. Y.

► It's a problem faced by a number of manufacturers where shipping cost is an important factor. Take, for example, national quotas which might be determined by SM's *Survey of Buying Power*: How can these figures be adjusted to compensate for the "law of diminishing returns" by geographic areas?

You can write to Mr. Kaufman directly; his address is given above. And if you'd like to send us a carbon we'll be happy to have it. Address Letters to the Editor Dept., SALES

SALES MANAGEMENT



Your most rewarding advertising opportunity in...

WARM AIR
HEATING

RESIDENTIAL
AIR CONDITIONING

SHEET METAL
CONTRACTING

a 3-in-1 Buy! AT REGULAR SPACE RATES

AMERICAN ARTISAN'S January Directory and Show Number



DIRECTORY SECTION

All applicable products will be listed alphabetically — with names and addresses of the manufacturers indicated. Products advertised in the January Issue will be classified separately, together with the names of the firms advertising them. All known trade names will also be listed in this comprehensive, up-to-date reference work.



SHOW SECTION

Subscribers will find in the January Artisan a complete preview of the approaching 12th International Heating, Ventilating and Air Conditioning Exposition. A listing of all exhibitors and their products, a handy guide to the displays, and program information will be included.



REGULAR CONTENT

Like all other issues, the January Directory and Show Number will carry a full quota of timely articles — insuring immediate cover-to-cover attention. As the field's No. 1 publication since 1864, American Artisan is relied on for its **practical** editorial content.

Do an adequate job in the January American Artisan, and all next year its **lasting** influence will work in your behalf — producing inquiries, promoting sales. Consider the value of using

spreads, inserts, or multiple pages for telling a complete product story. And then act promptly to assure the best possible position in this exceptional issue.

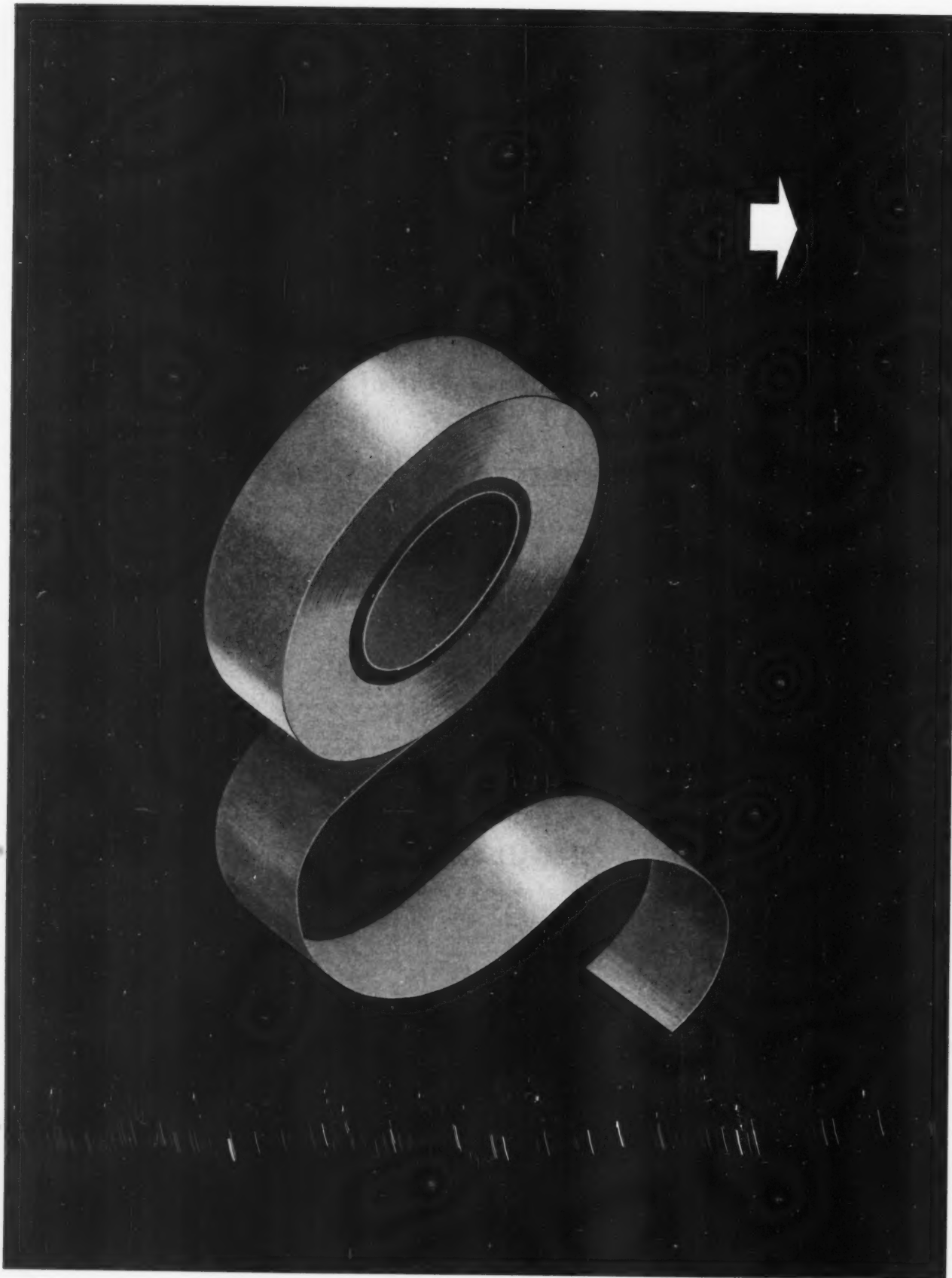
KEENEY PUBLISHING 6 N. Michigan, Chicago



AIR CONDITIONING HEADQUARTERS



NEW YORK: 1734 Grand Central Terminal CLEVELAND HEIGHTS: 3734 Woodridge Rd. LOS ANGELES: 672 S. Lafayette Park Place



PRODUCTION PANACEA?...

Well, not exactly. But industrial and pressure-sensitive tapes have solved thousands of production problems. They've brought cost-saving efficiency and convenience to such varied jobs as packaging, masking, identifying, insulating, splicing, sealing, repairing, holding and protecting.

INGENUITY AND IMAGINATION...

Consider the countless contributions of the men of science and industry to the development of such a seemingly simple thing as tape . . . how they have taken paper, textiles, plastics, rubber, resins, reinforcing fibres and filaments, and an endless variety of adhesives . . . have engineered them to grip lightly or firmly, to withstand moisture or temperature, to adhere to wood, glass, leather, paper or metal.

AMERICA WORKS LIKE THAT...

New ideas are of little value unless and until something is done about them. And the plain fact is that America has outdistanced the world in extending the benefits of inventive ingenuity to people everywhere. How can it be explained?

One reason is that we have found a way to coordinate our efforts . . . to quickly record and disseminate ideas and experience. The vehicle is America's vast all-seeing, all-hearing and reporting Inter-Communications System.

THE AMERICAN INTER-COM SYSTEM...

Complete communication is the function, the unique contribution of the American business press . . . a great group of specially edited magazines devoted to the specialized work areas of men who want to manage better, research better, sell better, buy better.

COMMUNICATION IS OUR BUSINESS...

The McGraw-Hill publications are a part of this American Inter-Communications system. As publishers, we know that businessmen subscribe to—pay for—McGraw-Hill magazines edited for their specific business interests by editors who are specialists in analyzing, interpreting and reporting worthwhile ideas.

As publishers, we also know that advertisers consistently use the pages of our magazines to feature the products and services they offer in the interest of increased efficiency and lower production costs . . . for the editorial pages tell "how" and the advertising pages tell "with what".

McGRAW-HILL PUBLISHING COMPANY, INC.



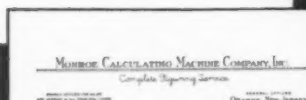
330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

Prominent Users of Strathmore Letterhead Papers: No. 113 of a Series

One of the latest Monroe Adding-Calculators, capable of split-second computations automatically, without chance of error.



no margin for error
with **QUALITY!**

It is safe to say that the huge financial enterprises which are so necessary to our modern world could not have developed so readily without the mechanical calculating machine. In this respect, the contribution of the Monroe Calculating Machine Company to the world of business has been considerable. Monroe adding, calculating and accounting machines help turn the wheels of commerce all over the world with dependable efficiency.

The Monroe Calculating Machine Company prides itself both on the uniform precision of its many products and on the quality which invariably distinguishes the operation of its entire organization. Typical of this is the Monroe letterhead... distinctive and expressive on a Strathmore Letterhead Paper.

The fact that so many prominent firms insist on a Strathmore paper when they plan a letterhead is a clear indication of its quality. To observe an even more vivid demonstration of this innate quality, have your supplier show you samples of your letterhead design on a Strathmore paper. You will see why you, too, should count on Strathmore's expressive quality.

STRATHMORE LETTERHEAD PAPERS: *Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond, Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.*
NEW STRATHMORE THIN PAPERS: *Strathmore Parchment Onion Skin, Strathmore Bond Onion Skin, Strathmore Bond Air Mail, Strathmore Bond Transmaster.*

STRATHMORE
MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

LETTERS

MANAGEMENT, 386 Fourth Avenue,
New York 16, N. Y.

WE FINALLY GOT HIM TO WRITE!

Ordinarily, appeals from editors requesting comments about this or that currently-world-shaking innovation leave this reader, and I assume most other readers, absolutely cold.

What you have done now, however, has been needed for so long and been so desperately prayed for by most... executives that I am reaching for my dictaphone within five minutes of the time I first opened the book.

If the answer to "Why hasn't this been done before?" is the added cost, you have this subscriber's voluntary preapproval to a subscription price increase in order to have this scored edge feature maintained!

Congratulations on the first helpful-to-the-reader innovation in the publishing industry in far, far too long a time.

Bernard Gould

Sales Promotion Manager
Rubber and Asbestos Corp.
Bloomfield, N. J.

NO ONE SAVES THE COVERS?

In our organization *seven* people receive SALES MANAGEMENT. If the first reader divorces an article of interest the last reader may have only the cover left! Caution them against removal before complete routing.

Lew Krumbein

Sales Promotion Department
Hyster Co.
Portland, Ore.

THAT ADDED HALF-INCH

By all means please continue with your "scored" pages. We have for some time been struggling with page removal for our file of pertinent material, often "escaloping" a half-inch or so. Our vote is for your innovation.

Howard A. Davis

Regional Manager
Rigidized Metals Corp.
Buffalo, N. Y.

THEY READ THE ADS, TOO!

Excellent idea, scoring the pages... So much of your material is kept for further study and use—including ads.

Paul Eager

General Merchandise Manager
Kenwood Mills, Inc.
New York, N. Y.

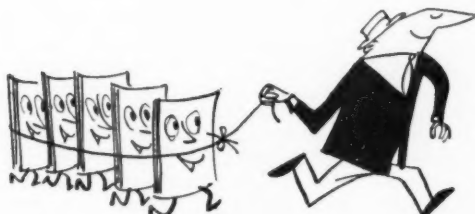
SALES MANAGEMENT

What do you want—egg in your beer?

What did you say? You're *not* satisfied with reaching the buying influences in the coal mines which account for 87% of U. S. coal like MECHANIZATION does? You're *not* satisfied with a magazine which cuts across vertical industry lines, and comes across with the coal users who account for 90% of all U. S. coal used like UTILIZATION does? You're *not* satisfied that we cover coal from "earth to hearth?"



Many of our advertisers have managed to become quite content with that fare. How about you? What do you want? Egg in your beer? Well, you're getting it. It's our new M*A*P*P—Mechanization Advertisers' Plus Package. M*A*P*P is the new 10-unit package of plusses



we've brewed for advertisers in Mechanization and/or Utilization. (See the box for all 10 units.) Take just one item, for example—an annual

market study for your product. You'll get the latest dope on the industry, the market, the opportunities, via a sampling of 100 coal mine operators (MECHANIZATION) or of 100 coal consumers (UTILIZATION). M*A*P*P is calculated to keep you better informed on coal production and coal use markets—to extend the reach of your advertising message, to increase the area and richness of your customer contacts. Confidentially, even without M*A*P*P

our publications are excellent buys. Now, with M*A*P*P the buys are even better!

What'll you have? The MECHANIZATION rep who calls on you can provide all the details. Or, write us direct for a fully descriptive brochure on M*A*P*P*, the new

plus package that puts the hen fruit in your stein.

Here's how!

Mechanization, Inc.

1128 MUNSEY BUILDING
WASHINGTON 4, D.C.



NEW YORK • PITTSBURGH • PHILADELPHIA • CINCINNATI
CHICAGO • SAN FRANCISCO • LOS ANGELES

This is M*A*P*P

Mechanization Advertisers' Plus Package

- | | |
|--|--|
| 1—Invitation to Annual Coal Forum | 7—Use of our distributors' list and assistance in selecting distributors |
| 2—Operator - Advertiser Luncheons at the Coal Show | 8—Monthly confidential letter on coal production, use, trends, etc. |
| 3—Government purchase and bid information | 9—Editors' monthly letters on new products to operators and users |
| 4—Annual Market Study for your product | 10—Merchandising copies of Mechanization or Utilization to advertisers' sales staffs |
| 5—Use of mailing lists and free handling of direct mail you supply | |
| 6—Catalog listing in magazine "Catalog Sections" | |

Publishers of . . .

MECHANIZATION • UTILIZATION • MECHANICAL
COAL INDUSTRY PURCHASING MANUAL



Stickin' Around with KLEEN-STIK

"STICKLISH" SITUATIONS . . .

regularly succumb to the sales-winning ways of marvelous moistureless, self-sticking KLEEN-STIK. It's *amazin'* what you can accomplish building sales with this versatile adhesive—plus a bit of good old-fashioned imagination!



By Gum—What an Idea!

Here's a switch—a P.O.P. piece designed especially to be covered up! This lifelike reproduction of WRIGLEY GUM packages was created by the Wrigley art and advertising staff as a "place card" to help stock clerks in stores keep displays fully stocked with yummy Juicy Fruit, Spearmint, and Doublemint. Printed on super-stickin' KLEEN-STIK, it's simple for salesmen to apply on shelf, counter, or rack . . . yet permanent as can be! Handsome printing job beautifully executed by NEELY PRINTING CO., Chicago, and LAMCOTE laminated by ARVEY CORP. for lustre and long life. Seems a shame to hide it!



K-S Labels for T-V Tables

To keep competitive TV sets off their glamorous new "Tele-Carts" in dealers' showrooms, HALLICRAFTERS CO. of Chicago wanted to identify the tables as their products, to be used only for their sets. Permanent nameplates were stylishly undesirable, so Ad Mgr. RAY BERMOND "tuned" to these miniature streamers, backed with spots of ever-stickin' KLEEN-STIK. They take only seconds to peel-'n-press in place . . . hold like lions . . . remove like lambs. Prestige design by RUSS DICKERSON—classy printing handled by RAY PFLUM for HILLISON & ETEN CO.

Whether your sales strategy calls for smash or subtlety, KLEEN-STIK "holds up" its end of the deal. P.O.P. displays for walls, windows, anywhere—on a wide variety of quality papers—are available through your regular printer, lithographer or screen printer. He'll gladly give you samples and advice . . . and we'll gladly send our free "Idea-Of-the-Month"—just write!

KLEEN-STIK PRODUCTS, INC.

225 North Michigan Avenue • Chicago 1, Ill.
Pioneers in pressure sensitives for Advertising and Labeling

THE HUMAN SIDE



HEX MARKS THE SPOT . . . This was the illustration on the invitation that bade some surprised salesmen to a Penn Dutch Clambake.

Here's a Twist: Agency Fetes Its Callers!

The old man-bites-dog legend has had a revision: We've just heard of an advertising agency that threw a big, fancy party for the space salesmen, *et al*, who had been calling on and often selling the agency all year! Now agencies are notoriously generous—toward prospective clients, influential members of the press and clients who show signs of falling out of love. But before some of 'em uncork a bottle, they want to know that when the bottle is empty there'll be something left to show which way its contents went. Meet, then, the firm of Beaumont, Heller & Sperling, Inc., which gets its mail in Reading, Pa.

Recently in the city of pretzels and sauerkraut this up-and-coming firm tossed a clambake—literally—for the largest delegation of publishers and publication representatives ever assembled in that city. More than 125 of these gents—most of whom have had a couple of agency doors politely slammed in their faces at one time or another—were invited (and accepted) to Reading's Bowers Country Club to help the agency celebrate its 25th anniversary. They represented 119 news, business, trade and consumer magazines.

Before they got there, and perhaps one of the reasons so many came, an invitation had given the guests their bids. And this invitation, like the party's theme, was carried out in Pennsylvania Dutch *patois*. A grinning, bearded Penn Dutch laird, surrounded by Hex signs, embellished the invite. "Ya," he said, "it will make a good time you won't wanna miss no how! Here to invite you. . ." Then the bid announced that the party was for publication representatives only. And added that five years previously the agency had given a similar party which had gone over like lighter-than-air craft. So many people, it went on, sighed nostalgically and said, "Gee, when are you going to have another clambake?" that the boys at the agency decided an anniversary provided the excuse. With the invitation came a neat map, showing how to get to the club.

But Beaumont, Heller & Sperling know that to sell a thing properly, even a good thing, you have to use the old follow-up. So to make sure that all of the people it wanted to fete were there at its Pennsylvania Dutch Clambake, the firm sent out a second letter a little later. And this one began, "Kum hab aw g'schpass. Ess, souf, un sei hallich. Des iss en efscht juscht fer dich." That's Penn Dutch. And in case you aren't hip to the jive it means, translated, "Come



**35,000 + Circulation
In Major Markets**

The Alabama Purchaser
Birmingham 3, Alabama
Central New York Purchaser
Syracuse 2, N. Y.
Connecticut Purchaser
Ansonia, Connecticut
Detroit Purchaser
Detroit 2, Michigan
Heart of America Purchaser
Kansas City 2, Missouri
The Hoosier Purchaser
Indianapolis, Ind.
The Kentuckiana Purchaser
Louisville, Kentucky
Mid Continent Purchaser
Tulsa 1, Okla.
The Midwest Purchasing Agent
Cleveland 13, Ohio
New England Purchaser
Boston 10, Mass.
North Central Purchaser
Minneapolis-St. Paul, Minn.
Oregon Purchasing News
Portland 4, Ore.
Pacific Purchaser
San Francisco 5, Calif.
The Philadelphia Purchaser
Philadelphia 2, Pa.
Southwestern Purchaser
Dallas 1, Texas
Southwestern Purchasing Agent
Los Angeles 14, Calif.
Washington Pur. Agt. & Mfr.
Seattle 1, Washington

Being Neighborly is Good Business! Local Lift Steps-Up Sales to Industrial P.A.'s

Little things mean a lot—especially a "little thing" like selling to industrial Purchasing Agents through the one ad-medium closest to their jobs—their own *regional purchasing publications*. It means 100% "buyer" readership in your major industrial markets. A guaranteed 35,000, total membership in the powerful P.A. Associations representing multi-billion-dollar industrial America. It's strong sales-medicine, and you can prescribe dosage where needed. Get high-potency local coverage on a national scale, using the complete "package." Or, select individual market areas from the check-list on the left. Either way, you reach the key-men of industrial buying at the *essential local level*.

*Write for new brochure with rates
and mechanical information*



*Partial List of
Nat'l Advertisers
Using Sectional
P.A. Books*

DuPont
Columbia Steel
John Roebling's Sons
Wickwire-Spencer
Tube Turns
Osborn Mfg.
Bridgeport Brass
Chase Brass
Scovill Mfg.
National Screw
McLouth Steel
U. S. Steel
Jos. T. Ryerson
Babcock & Wilcox
Reliance Electric
Chicago Rawhide
Hinde & Dauch
Associated Spring
Alan Wood Steel
Ohio Gear
Oakite

THE ASSOCIATED PURCHASING PUBLICATIONS

1213 West 3rd Street, 6th Floor • Cleveland 13, Ohio • MAin 1-3499

SUCCESS STORY



This is how William R. Wilson, Public Relations Manager, Lockheed Aircraft Corp., tells it in his own words: "In a recent savings bond sales campaign, we used a trip to Paris by TWA Constellation as the grand prize. It created a great deal of interest in the campaign and undoubtedly was the major factor in its success. We added nearly 16,000 employees to the savings bond payroll deduction plan."

FOR INFORMATION on how TWA Travel Awards can help you get action, write to Travel Awards Program, Dept. SM 11-20 TWA, 380 Madison Ave., N.Y.C. 17, N.Y.

**TWA travel awards get
BUYING ACTION**
Fly the finest...FLY TWA

Don't let YOUR product be a
"LAST-MINUTE LOSER"

Save that
Sale
with

Tell
Prospects

WHY TO BUY

at the critical moment of buying decision. . . . Save sales too often lost through sales-clerk apathy or ignorance of key selling facts. . . . Put those facts in every shopper's hands with an eye-pleasing HAYWOOD Sellfax Tag—the most inexpensive sales insurance you can buy.

Send us the sales and use facts which make buyers want your product . . . we'll suggest a Sellfax Tag idea to fit your needs—and we'll send other Tag samples and information . . . no obligation . . . write today!

HAYWOOD TAG COMPANY
Lafayette, Ind.
Represented in Principal Cities



SOME COOKS . . . those Pennsylvania Dutch. A Reading advertising agency gave a party to a bunch of salesmen to show them what real home country hospitality is.

join the fun. Eat, drink and be merry. It's an occasion just for you." Another map, just to make certain, was enclosed.

If the agency hadn't heard from a prospective guest, he got a similar letter. But the most unexpected guest at the actual clambake was Sam Dsxyz, a spaceman from *Interplanetary News*. Mr. Dsxyz announced that he was looking for some juicy rocket ship accounts and that he'd dropped in for a few Earthy clams. Turned out to no one's surprise that Sam was actually one of the firm's artists, gotten up in a mask.

Was the party a success? Yah, das it vass. And what did it do for Beaumont, Heller & Sperling? Earned an enormous lot of good will. And in the long run it probably will make a lot of money. For someday those space salesmen will be executives and control some fancy purses. And they'll remember the agency that remembered them and that won plaudits for its imaginative planning. If you are a manufacturer you might remember the people who sell you services and supplies.

Tonight at 8:30

It's been five years now since the New Haven Railroad rolled out its first show train. And since that cold winter evening there have been more than 50 such. . . . Not that these trains "showed" anything—except that maybe the country's railroads hadn't been capitalizing on opportunities for extra fares. These are called show trains because they pick up suburban dwellers with theatre reservations and bring them into New York City in time to see a Broadway play.

When the railroad began its show trains it was a moot question as to whether the idea would catch. It has. Possibly because the railroad made the whole idea so simple and such fun. Here's how it works. . . . Mrs. Jones & Mrs. Smith are anxious to see *The Boy Friend*. So she contacts the railroad, reserves two tickets to the musical. They pay the usual rate for the theatre ticket, only about half of the usual train fare. Since the railroad at that hour is running trains which wouldn't normally be crowded it can afford to take up the slack on the train fare.

In fact the idea has been so successful that other railroads which come into New York have hit upon it as a method of taking on extra fares. These winter evenings show trains are bringing them in from Pennsylvania and New Jersey as well as Connecticut and Westchester.

HERE ARE THE 2 WAYS THAT ADVERTISERS BUY SPACE IN MONTHLY BABY MAGAZINES

EITHER WAY — MY BABY MAGAZINE IS OVERWHELMINGLY FIRST CHOICE!

219 national advertisers use monthly baby magazines to reach expectant and new mothers.

Of these, one group of advertisers find it useful to place their advertising in ALL monthly baby magazines.

The other group and by far the great majority are selective in their choice of baby magazines. Many prominent national advertisers are in this group as well as many up-and-coming advertisers.

Chart #1 shows how the advertisers in this latter group allocated their space during the first 11 months of 1954.

For the complete record, total space used by those who advertise in all monthly baby magazines and those who pick their spots, please refer to **Chart #2**.

You will notice that **MY BABY Magazine** is in the top position in both charts by a comfortable margin. It has been there for 5 consecutive years. In fact, no less than 50 important advertisers use *My Baby* exclusively in this field!

With a record-breaking total of 940 columns of paid advertising in the first 11 months of this year, *My Baby* leads the 2nd magazine by 267 columns (vs. 201 col., same period 1953) and the 3rd magazine by 465 columns.

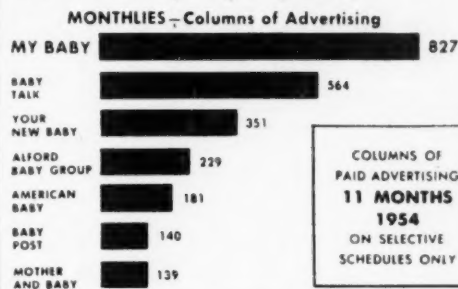
There are many reasons why *My Baby* is picked first and used most by advertisers to do the big selling and merchandising job. It is a beautiful, easy-to-read magazine, skillfully edited with an original merchandising slant. It reaches the expectant mother in the store at the time she is doing all of her planning and most of her buying. Its pages are the meeting place of the advertiser, the store and the store's customers.

Over 1,000 important department stores and specialty stores distribute close to 300,000 copies of *My Baby* every month to expectant mother shoppers (63% of circ.) and new mother shoppers (37% of circ.). This point-of-sale distribution for *My Baby*'s advertisers is backed by the **SHAW PLAN** of merchandising cooperation, sparked by **SHAW'S MARKET NEWS** reaching 5,000 store merchandising executives monthly.

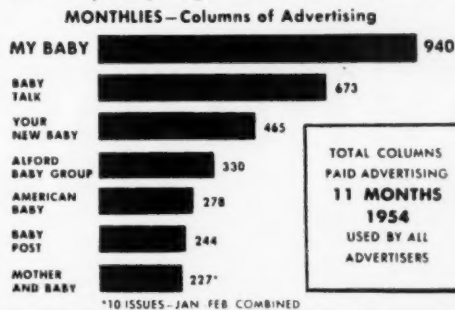
In reader influence, in store influence, and in merchandising cooperation, *My Baby* is the most effective medium you can use to win your share of the billion dollar "baby market."

Write for list of **MY BABY** distributor-stores, particulars of **MY BABY**'s powerful merchandising program and certified circulation statement.

The figures in this Chart do not include space bought by advertisers who use ALL monthly baby magazines.



2. This Chart gives the complete record of space used by ALL advertisers in monthly baby magazines—11 months 1954.



SHAW ACQUIRES Congratulations MAGAZINE

IMPORTANT ANNOUNCEMENT. D. Minard Shaw, founder and publisher of *MY BABY Magazine* and **SHAW'S MARKET NEWS** has purchased **CONGRATULATIONS**, the original hospital-distributed baby magazine for new mothers—established in 1937. As a *Shaw* magazine, the first quarterly issue of the *New Congratulations* under the editorial direction of Joan Bel Geddes, editor of *My Baby Magazine*, will be distributed by hospitals to new mothers starting January 10, 1955.

NOTE: In the 4 quarterly issues of 1954 *Congratulations* published 185 columns of paid advertising. *Baby Care Manual*, the other quarterly, published 165 columns.

Rate cards for your 1955 Schedules in *MY BABY* and *CONGRATULATIONS* on request.
We will be happy to send full information, or have our representative call.

MY BABY Magazine • CONGRATULATIONS • SHAW'S MARKET NEWS

SHAW PUBLICATIONS, Inc. D. MINARD SHAW, President

435 FIFTH AVENUE, NEW YORK 16, N. Y. TELEPHONE MURRAY HILL 4-4030

JOAN BEL GEDDES, EDITOR—Peg Rivers, Merchandising Editor

LARRY TIMMINS, Eastern Advertising Manager—New York Advertising Representatives: D. MINARD SHAW and LUCILE K. SHAW

B. F. PROVANDIE
80 Boylston Street, Boston

DALE McCUTCHEON & CO.
154 East Erie, Chicago

THE ESCHEN CO.
3142 Wilshire Blvd., Los Angeles

THE ESCHEN CO.
Russ Bldg., San Francisco

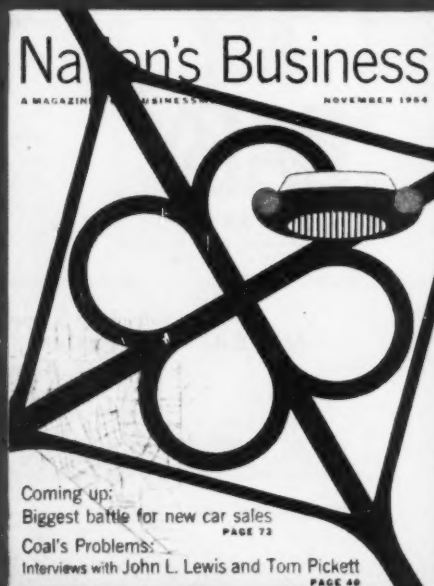
MORGAN PIRNIE
1722 Rhodes-Haverty Bldg., Atlanta

you cover all the business market when you buy

40% of all manufacturing is done in cities under 25,000 population. 42% of all retail transactions are done in these important markets. There are 18,064 metropolitan areas of this size in the U.S.A. They total a \$127 billion market. One management magazine — and only one — NATION'S BUSINESS dominates this field. It has 80% of its circulation in these *profit-a-ces* — 418,742 businessmen subscribers — executives with buying authority. And... that still leaves it with more subscribers in big business and big cities than some management magazines in its total circulation. You're missing almost half the business market if NATION'S BUSINESS is missing from your files. NATION'S BUSINESS — New York, Washington, Cleveland, Detroit, Chicago, Los Angeles, San Francisco.

*A leading tire manufacturer reports 52% of its sales made in these markets.

This is November Nation's Business. Up in space are Chrysler. Up next November is your sign. Biggest Fortune list since 1964. With one exception Nation's Business is the only management magazine to show a gain figure this year.



COMMENT

Election Footnote

The situation: In Comment for Oct. 15, "When the Salesman Does Make the Difference," we suggested that voters in two Congressional districts might not like the new "salesman" seeking their votes. Further, that the voters might, instead, fall back and place their confidence in the "brand name"—the political party with the majority registration in the districts.

The result: In New York City's Democratic 21st Congressional District, with their Republican Congressman, Jacob Javits, seeking and winning election as state attorney general, the voters turned after a six year lapse to a Democrat. The party strategists figured they would.

The result: In Ohio's Republican 15th Congressional District, with their Democratic Congressman, Robert T. Secrest, elevated to the Federal Trade Commission by President Eisenhower, the voters after a 16 year lapse, returned to the party in which the majority of them are enrolled. So the Republican strategy for re-winning "their" territory was sound.

Would you agree that the salesman does make the difference between success and failure in a hard territory?

Reader's Digest Readers Prefer Ads

"A poll of readers indicated an overwhelming preference for the inclusion of advertising," *Reader's Digest* has just announced, "rather than an increase in the [25c] price."

Now management has available another powerful medium for merchandising products and services to the mass market. But, more importantly, management now has additional proof that people in this country do not just tolerate advertising, as advertising critics say, but prefer it.

Reader's Digest, in announcing that it would carry 32 pages of advertising in each issue commencing with April 1955, declared:

"The appearance of the magazine will be improved, and there will be no reduction in pages of editorial material.

"The budget for editorial matter and new talent will continue to be increased from year to year. Under the new program, it will be possible to give readers more for their money than ever before."

The inclusion of advertising in *Reader's Digest* overseas editions has in no way inhibited growth. And the 10 million subscribers to the domestic edition are exposed to advertising on every hand. So exposure to ads will be no novelty. *RD*, however, makes a promise to its readers: "It is our aim to carry advertising of unusually high reader interest." How well that promise is carried out is up to you—the advertisers.

A publisher's recognition that advertising should interest the reader is not just concern for the advertiser's welfare. A publisher and his editor know full well that the interest a reader shows in advertising has great, if unmeasured, effect on the esteem the reader holds for the publication. The typical publication contains 55% to 60% advertising and 35% to 40% editorial. So if the majority of the advertisements on two out of every three pages is not of interest to the reader, the other page—the one devoted to editorial—has a terrific load to carry.



WHBF-TV ROCK ISLAND, ILL.

CBS for the Quad-Cities

is favored by location in a 4-city metropolitan area, surrounded by 10 of the most productive rural counties in the nation. Over 95% of all families in this area now have TV sets. (250,000)

Quad-Cities' favorite

WHBF AM FM TV

TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery Knodel, Inc.

Your EXTRA Car



as near as your 'phone!

Unexpected guests? Your car "on business", or laid up? Whenever you need an extra car, call your local NATIONAL member (listed in your telephone directory). "Your car" will be ready for you—a clean, late model that you'll drive proudly and economically! Write for a pocket directory and National Courtesy Card, today!

CAR RENTAL OPERATORS: a few choice locations open for NCRS franchise, write:

NATIONAL
CAR RENTAL SYSTEM, INC.
1209 WASHINGTON AVE., ST. LOUIS 3, MO.

Construction Equipment magazine presents



A Survey of Equipment and Materials Used in the Engineering Construction Field

You have long needed reliable information on the use of your equipment or material in the different divisions of the construction field. For the first time this information is available to the construction marketer.

CONSTRUCTION EQUIPMENT Magazine has received completed survey returns from more than 2,100 contractors, government units, utilities, industrial plants, mines, loggers and many other users of construction equipment and materials.

From this substantial cross-section, CONSTRUCTION EQUIPMENT Magazine has been able to prepare a dependable report on equipment inventories, material consumption, etc.

Resultant figures were translated on the basis of equipment and material quantities per 100 employees of private firms, and per 10,000 population for municipalities, counties and states.

Here is a typical analysis sheet for one of the 112 products included in this survey:

By using engineering construction employment as a yardstick, you can derive market potentials for your products in any given contracting firm, county, utility, etc., or in any market division, sales area, or total market.

Returns are in geographical balance with the dollar volume of construction, the circulation of CONSTRUCTION EQUIPMENT Magazine and construction engineering employment.

The information in this survey will aid you in getting maximum returns on your sales dollar expenditure, by helping you attain the ideal sales balance between your market and the distribution of your sales effort. This survey will help you detect those areas or divisions where additional sales effort promises unusual rewards.

For further information, contact your local CONSTRUCTION EQUIPMENT Magazine representative or write directly to...

(Equipment) PRODUCT: CRAWLER TRACTORS

PERCENT THAT OWN
AND USE



CONSTRUCTION EQUIPMENT MAGAZINE
READERS WHO INFLUENCE PURCHASE



	Percent that Own and Use	Average Number Per User	Average Number per 100 Employees in Market Division	Percent of CE Readers Who Influence Purchase
CONSTRUCTION COMPANIES	72%	4.83	4.67	75%
Earthmoving	92%	5.21	8.30	74%
Paving	84%	6.25	5.61	76%
Building	50%	4.67	1.79	79%
Other heavy construction	68%	5.49	4.05	75%
Earthmoving exclusively	92%	3.86	15.08	72%
Paving exclusively	48%	2.11	3.67	90%
Building exclusively	40%	1.97	.47	82%
PRODUCERS OF CONSTRUCTION MATERIALS	74%	4.61	6.03	75%
CITIES	60%	2.41	.24*	67%
COUNTIES	90%	3.72	.45*	66%
STATES	95%	47.24	.12*	55%
UTILITIES AND INDUSTRIAL	73%	3.27	1.14	80%
MINING	90%	8.42	5.89	80%
LOGGING	95%	5.20	6.21	82%
ALL OTHER—National Parks, Institutions, Ranches, etc.	68%	12.00	4.81	81%
AVERAGE	73%	5.00		74%

CONSTRUCTION EQUIPMENT Magazine
Survey of Equipment and Materials
Used in the Construction Market

*Per 10,000 population

Projected total in use.....131,000

Region	Returns	Construction Dollar Volume	Construction Employment	Construction Equipment Magazine Circulation
New England	7.5%	5.1%	6.6%	7.5%
Middle Atlantic	16.5%	16.7%	18.7%	15.4%
South Atlantic	9.7%	14.3%	14.3%	11.5%
East North Central	19.3%	19.1%	19.6%	17.3%
East South Central	7.2%	6.4%	5.8%	10.1%
West North Central	13.2%	8.6%	7.4%	12.3%
West South Central	7.3%	11.1%	12.4%	8.4%
Mountain	9.4%	4.5%	4.1%	8.7%
Pacific	10.4%	14.2%	11.1%	9.1%

Construction Equipment

A CONOVER-MAST PUBLICATION

205 EAST 42nd STREET, NEW YORK 17, NEW YORK

BPA

THE EQUIPMENT APPLICATION MAGAZINE

NBP

No editor is naive enough to believe that every word—or even every article—will be read by a majority of his readers merely because the material has been presented on a page. Neither should an advertiser believe that people will read his message merely because he can hire a page of white space.

The great mediums—printed, oral, and visual—which are close to their readers, listeners, and viewers, produce editorial content which is interesting. The great advertisers do likewise. When both editors and advertisers cater to the recipient's interest, all three benefit.

Swept Along in a Boom

When we publish an article along the lines of "Millions of Do-It-Yourselfers Tune in on Arthur Avril's Dream" (see p. 72) it makes us wonder who today is launching, in relative obscurity, an idea which will make the pages of SM in the next 10 or 15 years.

Arthur Avril's pre-mixed concrete, sold in paper sacks in hardware stores, no doubt struck a lot of people as a silly idea. Even today a skeptical editor suggested that the cost of the pre-mixed concrete—Sakrete—exceeded the cost of the ingredients which can be bought locally almost everywhere and that in this age people were willing to pay a premium for labor-saving raw materials. Patiently Arthur Avril explained, as no doubt he has explained hundreds of times, that the cost of his product is competitive when you inspect all the cost figures.

Now Arthur Avril is being swept along in the do-it-yourself boom which he helped to pioneer. Not only is it practical for people to do many construction and maintenance jobs themselves, but it is fashionable in all income brackets. Arthur Avril, however, knows you can't get swept along in a boom unless you get into the swim.

The people who are launching their dreams, and who will turn up with the successes, are the people who see about them a need or a desire which is unnoticed by all others. To them goes credit for faith in the future, and the guts to get started on their own.

Utility Plus Beauty

"The most beautiful axes ever marketed," sings Fayette R. Plumb, Inc., in praise of its Jet Wing-finish axe.

The skeptics among you undoubtedly are saying, "What has beauty to do with an axe?"

Plumb's answer: plenty.

Everyone knows that an axe is supposed to have a keen cutting edge, a springy hickory handle, and be forged to take rough treatment.

Plumb knows that in a color-minded world the same people who purchase millions of two-tone automobiles, work in color-planned factories and offices, and buy flamboyantly colored sportswear, are the same people who buy axes. So why not use color on an axe to make it distinctive and to give it heightened brand recognition? Or a sense of greater value?

Look about you and you'll find other products which have been drably utilitarian now designed to be attractive, memorable, as well as functional.

Remedy

FOR CORRESPONDENCE HEADACHES

Everyday correspondence like order acknowledgments, answers to inquiries, and promotion letters, can become an expensive headache in every busy office.

The economical remedy is to handle this work the Auto-typist way. Auto-typist equipment, operating any standard typewriter automatically, can produce error-free personal letters $2\frac{1}{2}$ times faster than your fastest typist... up to 500 letters a day!

Salutations, fill-ins are typed manually, but the rest is automatic. Thousands of offices, both large and small, use Auto-typist pre-composed paragraph selection system to cut their correspondence costs.

Return the coupon for complete details about this automatic way to end costly correspondence headaches.



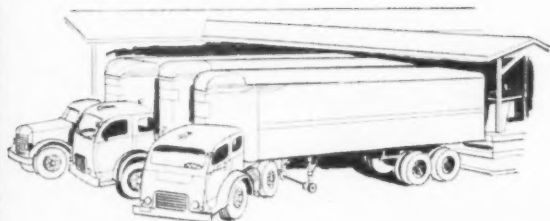
Auto-typist

Get the Facts—Mail Coupon Today
American Automatic Typewriter Co.
Dept. 1511-C 2323 N. Pulaski Road
Chicago 39, Illinois

Name
Company
Address
City Zone State



Roy Fruehauf, President, Fruehauf Trailer Company



"Business Publications Are Vitally Important To Me..."

says Mr. Fruehauf. "Frequently I find facts and ideas in business publications that help me to make important decisions. We know our customers and prospective customers read *their* business magazines, too. We carry substantial advertising schedules in several different groups of business periodicals."

It is good thinking to judge an advertising medium by the value its editorial pages deliver to regular readers. Business publications provide a direct sales route for any product or service of benefit to business or professional men.



NATIONAL BUSINESS PUBLICATIONS, INC. 1001 Fifteenth Street, N. W., Washington 5, D. C. • Sterling 3-7535

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Off-list Selling Now 30% of the Total

Retail discount outlets now account for an annual volume of \$25 billion, or 15% of all retail trade, and the volume is steadily rising; total discount volume throughout the country has reached \$50 billion a year. These figures come from a survey made by the U.S. Chamber of Commerce among top executives in retail, wholesale and service fields.

Approximately 70% of those questioned in the distribution and service fields said they were faced with competition from discount concerns, with a share that such concerns took of available business ranging from 10% to more than 50%.

Among the retailers, about 15% said they were "fighting fire with fire" by cutting their own prices.

The rash of off-list selling has, we believe, come about largely through unrealistic pricing policies by manufacturers. Once a margin or suggested markup has been set, it tends to remain stationary. Even though a once-good reason for a very fat markup has vanished, no retailer ever suggests that it be reduced, just as none of our salesmen ever demands a lower rate of compensation.

In industry after industry, educational selling was needed before the last war to convince people that the basic product was good. In the early days of mechanical

washing machines, for example, it was necessary for the utility companies and retailers to load machines on the backs of trucks and drive out through the villages and into the farms with an offer to do the week's washing for a skeptical housewife—to convince her that with this newfangled contraption the colors wouldn't run and the buttons wouldn't be torn off.

Any system which requires today the same percentage markup on standard products it had to have, say, 20 years ago, just plain asks for trouble with price cutters. Manufacturers and retailers set themselves the same markup percentages on merchandise to fill the pent-up postwar demand as they did in prewar times when they really had to step out with a *hard-sell* program. It's no wonder that discount houses came into being, and are increasingly successful.

The discount houses seem to have demonstrated that: (1) Except for brand-new types of articles, people are not afraid to buy the basic products—and furthermore they know many brands favorably, know that they're guaranteed and are reasonably fool-proof; (2) they're willing—millions of them—to buy services extra and don't want an allowance for services tacked on to the basic product price; (3) many merchants, led by the discount houses, are learning that quicker turnover on a lower margin is better than slower turnover on a high margin.

A PRACTICAL PRICING SUGGESTION

A number of manufacturers are taking an "agonizing new look" at their pricing. We quoted one in a recent issue of SM who must be nameless because the step he is considering is a radical one. He says, "It might be necessary to reduce both dealer and wholesaler margins. I make this point because there is very little doubt but that 'inside fives' or, perhaps in some exceptional cases even as much as 'inside tens,' offered by wholesalers to dealers are a definite incentive to them to shade the retail price. In any case it is evident that reducing discounts at all levels would result in making price cutting seem less attractive."

If it's true that high margins invite price cutting, if it's true that the public prefers to buy service on an *à la carte* basis, if it's true that progressively the retailer is likely to do less and less actual *selling* of products—then shouldn't the retailer's margin be *less*?

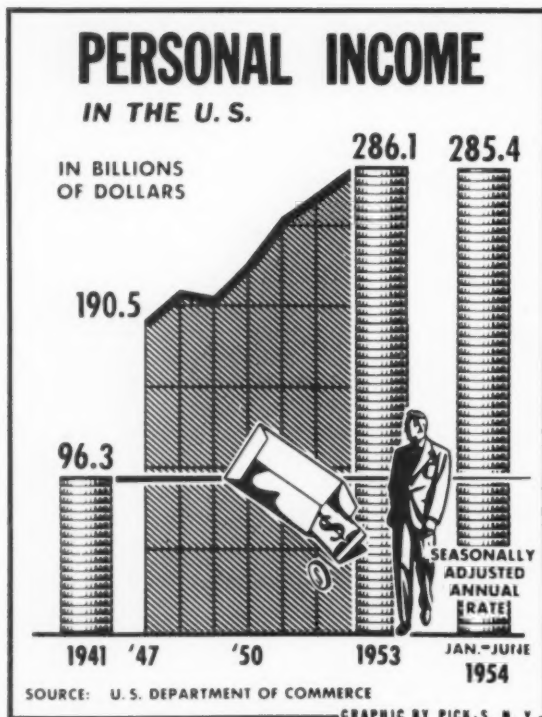
Shouldn't whatever is saved through a reduction in the retailer's margin be plowed right back into more and harder selling by the *manufacturer* through more salesmen, who would devote more time to training dealers and their retail salespersons—by supplying more and better point-of-purchase sales aids and educational literature attached

to the product—and to more consumer advertising designed to sell *his* brand against the other fellow's?

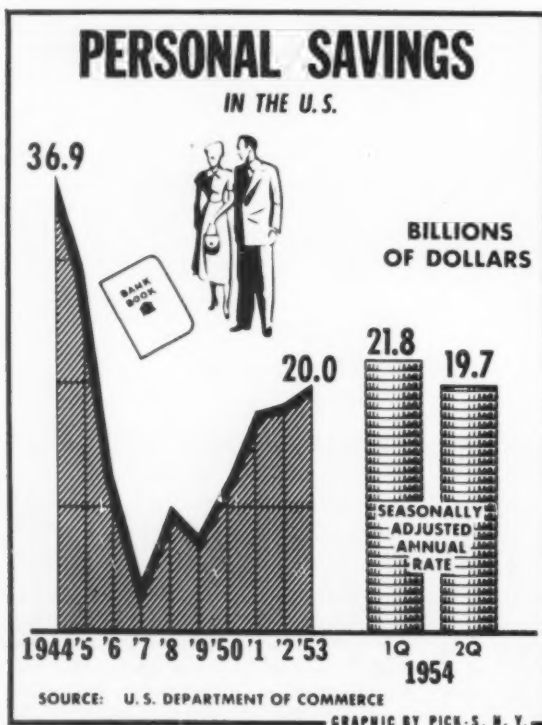
Off-list selling can't be ignored. People are looking for bargains. Just because you have allowed a certain margin in the past is not a good reason for continuing it into the future. Take a hard look at your pricing policies. Study them from every angle. Perhaps you will not reach the conclusions suggested above—but you won't know unless you think the problem through.

BUSINESS PROGRESSIVELY BETTER

Both businessmen and economists show widespread expectation that the period ahead will be one of modest recovery. As the National City Bank of New York points out, "In the swings of business in 1953 and 1954, three phases can be distinguished. The decline ran from the summer of 1953 to about March of this year. Spring, summer and early fall brought stability and sidewise movement. Now there is ground for thinking that the trend is upward again. One of the common predictions about the recession was that it might have roughly a



The man willing to work but who can't find a job may find nothing good about the economic picture, but to the 95% who are fully employed the year to date has meant total income even higher than last year's peak, and a savings rate almost as good. Expected for the near future: a continued moderate increase in national employment and income.



saucer shape; namely, a moderate rate of decline, a relatively long and flat bottom, and a moderate rate of emergence on the upside. Current developments seem to support this analysis."

Business sentiment is heartened by the fact that most of the decline in defense orders is now behind, and that inventory reduction, particularly in stocks of purchased materials, is now a waning influence. Ordering is more nearly on the basis of current use. . . . It is natural that the science of recovery should be most pronounced in the durable goods industries, since they were hardest hit by the contraction. While total output of goods and services dropped only 4% during the recession, durable goods manufacturing dropped 13% as a whole, and in many lines considerably more.

NOW THAT THE ELECTION IS OVER

The program of every president is tailored, to some extent, to the measure of the Congress which must act on it—so points out the Research Institute of America. This is perhaps more true of Eisenhower than of most presidents. Despite the fact that the new Congress is democratic, it is likely to give Mr. Eisenhower more than he thought he could get from the old one, and the odds now are that he will ask for more in important areas, such as foreign aid, reciprocal trade, public works and health insurance. . . . The upturn in the securities market shows clearly that the investing public expects a continuation of good business despite a political schism between the administrative and legislative branches. The moneyed interests are saying, "There will be reasonable prosperity without a high economic fever, and middle-road moderation with conservative views preventing wild government spending."

SELLING THAT SIZZLES

Some of the best selling is done by people who don't consider themselves salesmen. A good example appeared recently in Bennett Cerf's column in *The Saturday Review*. He told the inside story of how Hy Gardner cracked the *New York Herald Tribune* with a daily column which, incidentally, led to Sunday pieces for *Parade*, a daily ABC radio show and authorship of a book, "Champagne for Breakfast."

Gardner tried to sell himself to each and all of the *New York* newspapers but without any progress until he laboriously turned out, set in type, and pulled galley proofs of full columns for 30 consecutive days. He then sent them, day after day, by special delivery, to 37 top executives of the *Herald Tribune* at their homes. The only "sell" was a small box at the bottom of each proof which reminded these executives, "This is a column which SHOULD be running daily in the *New York Herald Tribune*" . . . Gardner says, "I think it was the wives of the executives who got used to reading my piece every morning. I'm not one of the dolts who underestimates the buying power of a woman."

PHILIP SALISBURY
Editor

SALES MANAGEMENT

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☐ Send me the new illustrated CORRO-SET Brochure.

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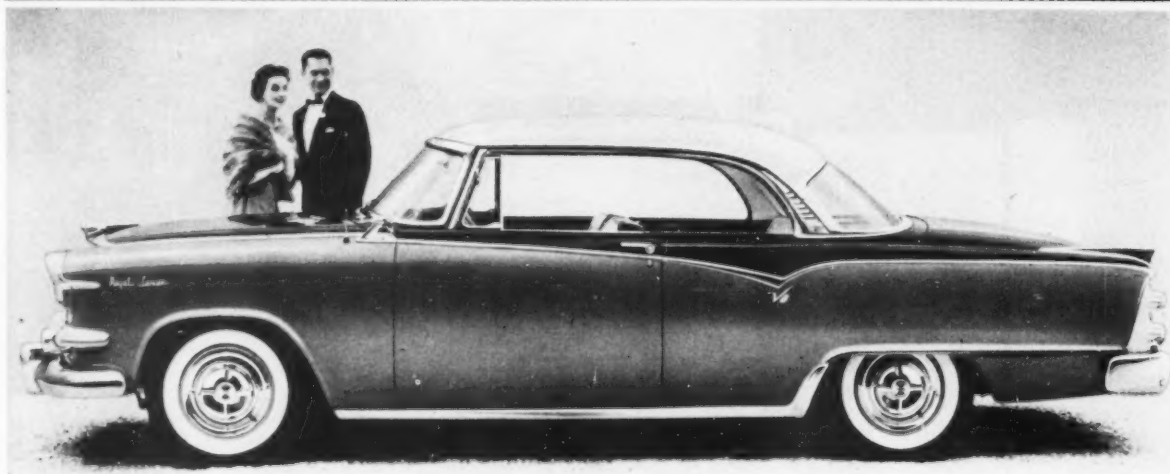
Address _____



THE FORWARD LOOK

"With all-new styling, the cars of Chrysler Corporation are setting out to win a lot of new friends"

L. L. Colbert.
President



Can Chrysler Catch the Big Two?

BY LAWRENCE M. HUGHES

Across America this week Chrysler Corp. presents the products of three years and \$250 million invested in great expectations.

All five lines of cars—Plymouth, Dodge, DeSoto, Chrysler and Imperial—says L. L. Colbert, Chrysler's president, are "new and different from bumper to bumper." All boast new bodies, interiors, chassis and new V-8 power plants. With a lot of new sales power being applied by Chrysler, its four passenger-car divisions and their 10,000 dealers, Tex Colbert hopes to win for them more than a million buyers.

In 1955 Chrysler intends to double share-of-market and turn the motor-making Big Two into the Big Three again.

It's a large economic undertaking. On it depends the jobs of 160,000 Chrysler employees and many more with suppliers and dealers; the equity

of 100,000 shareholders in Chrysler's \$900 million assets and the added billions others have put into *their* businesses to help Chrysler's products get made and sold.

This 31st year of the outfit Walter P. Chrysler shaped from the old Maxwell car *may* usher in a brave new era... or *could* be its last.

Competition among the motor-makers is *that* rough now.

Of all 1954 cars, Chrysler's share shrank from one-fifth to one-ninth. General Motors sold half and Ford a third of the total. The three surviving independents and all imported cars divided between them 4% of the market.

If the weight of dollars and facilities were all that mattered, Chrysler already might be counted out. Its \$250 million ante on five cars is impressive... until you learn that GM has spent \$300 million just for all-

new Chevrolets, and Ford has put \$185 million into the first new Ford car *bodies* since 1949. GM and Ford each have four times Chrysler's assets to throw into the fight. Their car-making facilities are greater, more modern and decentralized. On them, in the decade 1946-1955, GM will have spent \$3 billion and Ford \$1.6 billion—as against Chrysler's \$600 million. And while they produce "next to market" across the U. S. 80% of Chrysler's cars still are made in Detroit.

Having already taken between them 84% of the new car market, it would seem that GM and Ford dealers would get at least that grip on tomorrow's buyers.

On what, then can Chrysler and the independents count?

An expanding new-car market? Americans today buy more than five

Meet Chrysler's Sales Chiefs



CHRYSLER CORP.'S JACOBSON

What Is Chrysler Doing to Regain Its "Share" of the Market?

"First of all," Charles L. Jacobson, the new vice-president for sales of Chrysler Corp., told SM "we're trying to do the old things better. We're inspiring:

"1. Confidence: Faith in us, our policies and products.

"2. Enthusiasm: We want to be liked and appreciated.

"3. Pride: We want our dealers to be proud of their part in our mutual progress, and our own people to be proud of theirs in building Chrysler.

"We're emphasizing," declares Jacobson, "that selling is everybody's job. It's the job of the man in the shop, the engineer, the floorsweeper. To spark their pride and enthusiasm we're now holding special shows in plant cities. These shows dramatize the fact that everyone's livelihood depends on how well all make and sell our cars."

Jacobson's background: He was elected, in June, vice-president for sales of the Chrysler Corp., Detroit. Now 58, he has been with Chrysler for 29 years. During the '30s he rose to v-p sales, of Chrysler division. In World War II he turned the Plymouth plant at Evansville into an ordnance factory, which made billions of rounds of small-arms ammunition and rebuilt 5,300 tanks. Later Jacobson managed all Chrysler subsidiaries, and became president of Chrysler Motor Parts (MoPar) Corp., where he expanded sales substantially.

million new cars annually. But with growing population, possibly reduced taxes and record billions put into building roads to make driving safer, faster and more fun, the industry hopes by 1960 to be selling eight million new cars annually. . . . But does this mean three million more customers for *everybody*?

Larger replacement market? Of 48 million passenger cars now on the roads, 6.1 million were sold in record 1950. Two-fifths of all cars are four to seven years old; one-fourth older than seven years. The industry sees the annual replacement market at more than four million cars. . . . Of the total 48 million, 11 million are Chrysler's cars. But will Chrysler replace them?

Bust the "monopoly?" With Ford now getting its largest share-of-market in three decades, GM can hardly be called a "monopolist." Nor does the fight between them suggest "agreements in restraint of trade." While the government probes into GM again, the other motor-makers still must make buyers.

Lower costs and prices? Studebaker won a wage cut from workers, which permitted price reductions of \$37 to \$287 on its 1955 cars. But GM, Ford and Chrysler may not fare so well. Contracts to be signed in 1955

(Continued on page 80)

PLYMOUTH

WILLIAM J. BIRD, 45, recently was advanced from gsm to v-p, sales, for Plymouth division. Engineering-trained, he worked his way up through regional sales to vice-president of Fargo (fleet sales) division. In April 1953 Bird was placed in charge of Plymouth's sales, succeeding Somerville.



DODGE

R. C. SOMERVILLE, 58, who then became v-p, sales, for Dodge, had served Plymouth 22 years. He studied music before going into the retail automobile business. In 1931 Somerville joined Plymouth, in sales promotion. With that division he advanced through director of regions, gsm to vice-president.



DESOTO

JAMES B. WAGSTAFF, 58, went to law school . . . and entered Chrysler division in a sales promotion post in 1928. After seven years as Plymouth's advertising and sales promotion director, he served for a decade as DeSoto's general sales manager. In February 1946, Jim Wagstaff was made v-p for sales of DeSoto division.



CHRYSLER

E. M. BRADEN, 44, had long experience in automobile selling before he joined Dodge, in 1941, as Pittsburgh district manager. After posts in New York and St. Louis, Braden became sales supervisor for Dodge in Detroit. He was made Chrysler division's director of regions and, in 1953, Chrysler's gsm.



THEY'RE IN THE NEWS



The Planned Kitchen: Salesmen Fanned the Flames

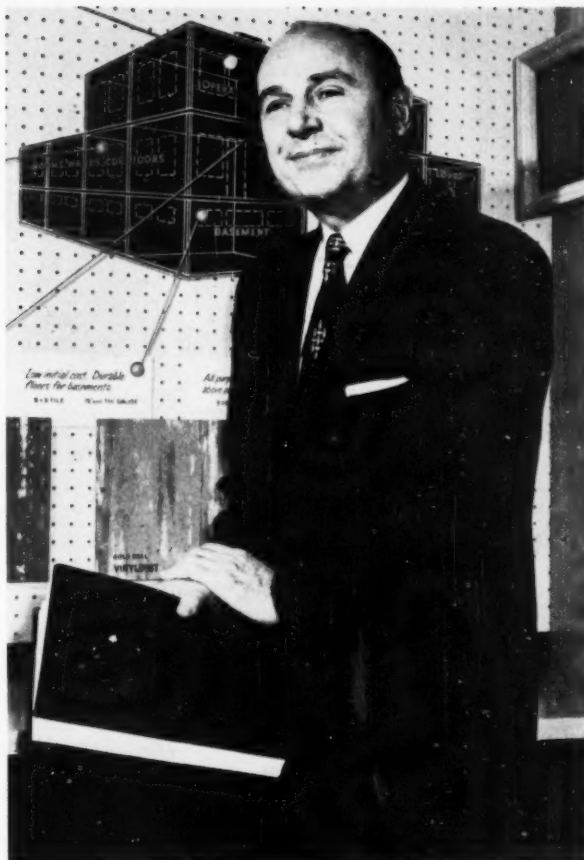
Fifteen years ago when Michael L. Ondo joined Mullins Manufacturing Corp. its Youngstown Kitchens Division was hardly the giant home equipment manufacturer it is today. Mike grew up with the Division and with the merchandising idea which has made it. Now he's the new general manager of sales. A calm man who instills confidence, the hallmark of his personality is his ability to work harmoniously with his associates. A good thing, too. For his job now entails a field service organization which deals with 85 wholesale distributors in the U. S. and Canada. His ability to coordinate his work with that of others early caught Mullins' executive eye. In 1940 when he joined the company the steel kitchen equipment industry was a small business; there was no concept that a kitchen cabinet could be merchandised as you would a refrigerator. Today consumer sales have reached the \$300-million-a-year mark. Industry says present saturation is only 12% of potential. . . . Ondo started as regional sales manager in Detroit, was brought back to Warren, O., headquarters because of his outstanding sales work. There he headed the new Builder Sales Division. After that he was sales manager, Kitchen Division. He likes dogs and hunting.

Salesman into Senator

One of the big upsets of the recent elections was in Michigan. There a big, iron-grey Irishman, Patrick V. McNamara, beat Republican stalwart Homer Ferguson. Today the one-time pipe fitter who became sales manager and v-p of Detroit's Stanley Carter Co.—largest industrial mechanical contractors in the Middle West—is his state's senator-elect. For a man who went only through half of his third year of high school, then transferred to a trade school, this has been the old success story so beloved by Americans. Pat McNamara did it by putting to work the sales skills which had earned him the respect of Management and the humanitarian outlook which gave him Labor's trust. And he did it by organization, belief in what he was selling—in this case the Democratic Party—and by plain, hard work. McNamara was given little chance to beat his established opponent: he got out and sold his toughest clients, the Michigan voters. He and his wife have, despite his business world success, gone on living in the simple, middle-income neighborhood. Marble palaces aren't for the likes of Pat McNamara.

The Soft Voice Gets the Results

. . . and Edwin H. Bryant is proof positive. Being calm has collected for him, among other things, the vice-presidency, in charge of marketing for Congoleum-Nairn, Inc. In the smooth-surface floor covering industry he's been known for 26 years as a result getter. Ed set his course on sales soon after his graduation from Iowa State College. He joined Armstrong Cork Co. as a sales trainee and he's been in the same field ever since. His rise at Armstrong is a veritable career-ladder climbing expedition: sales supervisor, district manager, manager of wall covering, manager of felt base sales, manager of linoleum and plastic sales. Now at C-N he will have over-all responsibility for the marketing activities of the company's two selling Divisions, Gold Seal and Sloane Delaware Floor Products. . . . He professes only two athletic pursuits, swimming and walking. Indulges both at Cape Cod, his favorite vacation spot.



BY HARRY WOODWARD



Battle Of the Bottles



Will these decanters put the liquor store in the holiday gift business? Buyers will decide.

The glittering holiday decanters on these pages show what most distillers are doing to get back into the whiskey business.

It is no secret that, since postwar, sales have been disappointing to the industry. Dollar sales volume, whole-sale, is about \$2.5 billion a year, exactly where it was eight years ago. But by early November, through heavy national advertising in magazines and newspapers, consumers were getting more than a dozen interpretations of what the gift liquor decanter should look like.

Among the first to get into four-color, full-page schedules with a new gift decanter was Brown-Forman Distillers Corp., Louisville, featuring "Old Forester" bourbon (see photo, above). Designed by Raymond Loewy Associates, the holiday decanter was, according to B-F, "about to open up a whole new world of opportunity for whiskey buyers, and especially for do-it-yourself fans." How did the weekend handyman fit into the picture? B-F's director of advertising, R. W. Moorhead, had some interesting answers. Said he:

For the man who likes to tinker, the bottle is a natural as a lamp base, or a night light (by inserting tube lights into the decanter neck, turning it upside down on wrought iron trivets). Or a wall plant holder—ivy or philodendron; a fruit juice container, a salad dressing holder; giant salt and pepper shakers for barbecues. For the first time, apparently, consumers were learning what functional design really means.

Brown-Forman, like other major

distillers, was backing decanter introductions with healthy advertising, promotion and packaging programs. Schenley Distributors, Inc., for example, to launch its "I. W. Harper" decanter for the holiday trade, announced that full-page, full-color advertisements would appear up until Christmas in 11 national magazines—*Life*, *Time*, *Newsweek*, *The New Yorker*, *Ebony*, *Fortnight*, *Town and Country*, *Gourmet*, *Gentry*, *Holiday* and *SALES MANAGEMENT*. Also, "I. W. Harper" advertisements are scheduled for "more than 100 major daily newspapers, and outdoor locations."

The Schenley "Reserve" decanter

(below, left) was so successful last year that the same decanter design will bow in again this season, according to the company. It is in the less-than-\$5 price field.

This year, National Distillers Corp., will have a pair of "designer decanters" for its top-of-the-market bourbon bonds. Last year its "Old Grand-Dad" came out in a triangular decanter, and this season National is presenting "Old Taylor" in a modern theme, "going all the way to simplify its design." There's something of a do-it-yourself twist on these labels, too. "Customers can personalize their decanters in 23 carat gold," National tells its dealers. With every decanter



SALES MANAGEMENT



there is included a sheet of gold overlay with which the customer can imprint an inscription directly on the decanter.

The dissenters: The anti-decanter faction (notably, Calvert Distillers Corp.) lines up its arguments this way: (1) Changing design for a seasonal promotion would jeopardize the trademark value of the label and bottle itself, built up over the years with millions of dollars in advertising and promotional investment; (2) dealers, they say, are aware that decanters take up more shelf space than regular bottles; (3) there is some fear on the part of dealers that

they will be caught with an unwieldy overstock at the end of the season.

A big argument for decanters, though, is that the technique seems to create quite a stir among dealers who recognize the impulsiveness of gift buyers. National Distillers, for example, puts it this way: "No matter how much the public approves of our product, most people buy it only where they see it. Last season, our best decanter sales were in the stores that gave us the best display. The store owner who put the decanter in his window or on the counter sold substantially more than the owner who hoped his customers would see it on the shelf."

The End.





WHAT'S RIGHT WITH THIS PICTURE? Answer: Platform is elevated. Participants are clearly identified. Exhibits are big enough for all to see. Each speaker has his

own microphone. Lighting is brilliant but indirect. This is the setup used at the fifth annual Chicago Tribune Forum on Distribution and Advertising.

Tips on How to Run A Successful Panel Meeting

One of the best-liked meeting patterns among business groups is the panel, conference, forum or discussion meeting. It bears different names and assumes some variation in form, but it features a presiding moderator, talks by two or more speakers, and, usually, a discussion period. In many instances members of the audience are permitted to ask questions of the speakers.

When it runs smoothly, such a meeting can be both instructive and entertaining. If talent from within the organization is drawn upon, the expense of an outside speaker is avoided. Few, if any, props are required, but they can often be used to good advantage. The give-and-take interplay among the speakers keeps listeners interested. Audience participation is almost universally popular.

Viewed casually, the well-run panel meeting seems effortless, and its staging easy. While it is true that the work of planning and conducting such a meeting may be divided among several persons, the term "easy" is not quite applicable to the job. Unless carefully planned and controlled, the panel presentation can flop miserably.

Fortunately, certain proved techniques for the discussion group meeting are available. Here are some:

Subjects for discussion. The range of subjects suited to group discussion is wide. Main point to remember: The topic should be one which permits divergent points of view. To reach for extreme examples of poor choices—"Sin," because everyone's "agin it"; "Respect for the Flag," because everyone's in favor of it. The spice of controversy, even though mild, is necessary for the success of a panel meeting.

Any subject should be sharp-angled. For example, say the experts, don't hold a luncheon meeting to discuss "Advertising," but select some phase of it, such as "How to Merchandise Your Advertising." By so doing, there can be participation by representatives of the agency and media fields, along with advertisers.

Panel members and the moderator. Panel members should be well versed in the particular aspect of the subject assigned to them. They should be quick thinkers, good at verbal give-and-take. An effort should be made to have a balanced group. Choose panelists from companies of different sizes and categories, from groups representing different levels of distribution, or groups sure to hold different points of view. Avoid selecting one

dynamic, forceful man to serve with several self-effacing individuals; the strong personality may overshadow the others, destroy the panel's purpose.

Experienced program planners agree that the moderator is the most important cog in the mechanism of the panel meeting. He sets the stage, is responsible for the smooth running of the meeting and for keeping it on schedule. He gives the introductory talk, pinpointing the purpose of the discussion. He identifies and introduces each speaker, as briefly as possible. Following talks by panel members, he guides the discussion among them, posing questions, if need be, to break the ice and to fill in gaps not covered in the talks. It is his responsibility to hold speakers to their subject and to keep hecklers quiet.

The moderator's task starts well in advance of the meeting. In many instances he selects panel members. Whether or not he assumes full responsibility for their selection, it is wise to let him have a voice in it. And it is up to him to get the members together for the rehearsal or discussion of the part each will play.

His is a major role in the question-and-answer sessions—during the give-and-take exchange among panel members and the questions-from-the-floor period. If there is a summation, he makes it, tying up loose ends and, if necessary, soothing ruffled feelings.

All this adds up to the need for an energetic, resourceful and quick-thinking man of tact and good will.

Spade work. Those experienced in

SALES MANAGEMENT

the planning of discussion meetings say that careful preparation is essential to the success of these events. The usual practice is for the moderator to call panel members together for luncheon or dinner so that they can get to know each other, learn what each will say in his initial talk. This eliminates duplication, provides the opportunity for injecting controversy into the presentation.

By submitting their talks in advance of the meeting, speakers are prepared for the main event—they know what they're going to say. It precludes that last-minute scramble, permits the trimming of over-long speeches. Advance copies of talks are also useful for publicity purposes. Reporters are not always available to attend the meeting, and if they do, they may not take full notes. But if the talks, or excerpts from them, are sent to newspapers, they may be used "as is."

Advance planning also must include physical arrangements such as seating and lights, and the handling of questions.

Physical arrangements. Speakers should be seated on a raised platform, easily seen by the entire audience. Light should be good, but should not be allowed to shine in the speakers' eyes, or be so intense as to generate heat.

Panelists are usually more relaxed and comfortable if grouped at a table, or tables. This also gives them facilities for taking notes, and provides a place for identifying name signs which should be printed in easy-to-read lettering. (Last names are sufficient.) Company names should also be included unless already known to the audience. Drinking water and glasses should be near at hand. If there are exhibits, they should be elevated or otherwise placed so that the audience can easily see them. If props are used, they should be checked in advance as to size: they should be large enough to be seen from the rear of the room. If necessary, a projector should be used to magnify small items.

Here's a psychological tip—group the speakers to avoid erection of an invisible barrier. Instead of putting two distributors at one side of the table, and two manufacturers at the other, alternate them. This may apply also, for example, to representatives of management and labor.

Before the meeting begins, microphones should be checked, to make sure that there are a sufficient number, that all are in working order and can be adjusted to any desired height.

Unless the meeting is a small one, those attending should be given

scratch pads on which to write questions. A notation on the pads should explain their purpose so that they will not be used for note-taking. It is a good idea to suggest that those submitting questions indicate the particular speaker to whom they are addressed. Announcement that questions will be picked up at a specific time—perhaps during final discussion among panel members—should be made.

Timing. There is no hard-and-fast rule governing length of a panel meeting, of individual talks, or the question period. A number of factors are involved, such as the time available for the meeting, the importance of the subject and the extent to which it will be explored.

One expert recommends use of a percentage plan: 60% for the moderator's introduction of panel members and their talks; 20% for the debates; 20% for questions from the audience.

It is axiomatic that the success of the meeting depends largely upon brisk pacing, which is the moderator's responsibility. He should set a good example by holding his own opening remarks to a minimum, and by making introductions as short as possible. If panelists are identified in the program notes, little more is required from the rostrum.

To keep speakers within the time agreed upon is sometimes difficult, but it should be done. One good system is for the moderator to mention in his introductory remarks that each speaker will be allowed five or ten minutes, or whatever, and that a gong will be sounded at the end of that time. This is usually accepted with good nature, and the audience enjoys the drama of the gong sounding.

The moderator is also responsible for packing as much value as possible into the question-and-answer period. Opinions differ as to the desirability of putting time limits on answers to questions. Generally speaking, this should be left to the judgment of the moderator. If too much emphasis is put on keeping answers short, there is danger of inadequacy. On the other hand, a curb should be put on the speaker who turns an answer into a full-length address.

Question-and-answer period. The skill of the moderator is put to the test in the question period. He may or may not feel it necessary to ask questions during the speakers' debate. But it is wise for him to have some on tap—to start the ball rolling, or to bring to the fore some phase of the subject not covered, or covered inade-

quately, in the talks. This idea usually works well. Before the meeting the moderator asks each panelist: "Give me one question you would most like to have me ask—that will help to amplify or clarify your remarks."

Much more is required of the moderator in the handling of questions from the audience. To him falls the responsibility of sifting them, choosing the ones to be answered by the panel. To fill gaps that may occur before good questions come up, the moderator should have several on hand, prepared in advance. They can be used as soon as the discussion is thrown open to the floor.

During the screening process, rambling, irrelevant questions can be weeded out or trimmed and edited. The good moderator preserves a balance, not passing too many questions on one phase of a subject to the neglect of others. He also steers clear of "bunching," or addressing several questions in succession to the same speaker. He reads each question clearly, so that all may hear.

If written questions are not required, the moderator repeats clearly each one as stated from the floor. In this procedure there is no opportunity to screen, as with written questions, but the quick-thinking moderator can shut off the heckler or the would-be speech maker. He can say, for example, "We haven't time to go into this thoroughly now, but if you will come up after the meeting, the panel will be glad to answer your question."

To summarize or not? There are arguments for and against a close-of-the-meeting summation by the moderator. In its favor is the fact that some members of the audience like to have the gist of what they've heard "wrapped in a package" they can take away with them. The summation also provides a final opportunity to touch on points not given adequate coverage, and to soften the impact of sharp words uttered in the heat of debate.

The argument against such a summation is that there is rarely time for it, and even if there is, the audience may be in no mood to hear a rehash of what has been said. In every case, it seems to boil down to the moderator using his judgment as to summarizing. **The End.**

(The editors acknowledge, with thanks, special assistance in the preparation of this article from Coleman L. Finkel, marketing manager, American Management Association, and Harry R. White, executive secretary, Sales Executives Club of New York.)

In TV sales meeting plans, consider:

1. Entertainment: Dealers want business information—are hungry for it. They enjoy a short dose of burlesque comedy, (example: Comedy pitchman Sid Stone's bit in Frankfort's meeting) but dealers don't come to meetings to be entertained.

2. Commercialism: Dealers don't want good business advice so punctuated with "commercials" as to nullify its validity.

3. Answers: Dealers want answers to problems they actually face. They feel that a meeting is an imposition on their time and want to be rewarded with genuine assistance in return.

4. Retention: Dealers remember little if anything which does not concern them directly. General statements by company executives, unrelated statistics or reports, or unbelievable claims for advertising influence on sales in their stores rate zero in the memories of dealers.

5. Measurement: Dealers measure everything they see or hear at a meeting against the yardstick of their business experience behind a counter. If your message fits their experience, it's accepted.

6. Expenditures: Meeting results are not directly proportional to your investment in a meeting. Large expenditures may be resented by dealers if what you present is not sufficiently rewarding.

How to Bore Dealers at TV Meetings

You're licked before you start if you pattern your TV sales meeting on regular entertainment format. What happened when Frankfort Distillers staged a Broadway-type show . . . and Chrysler was brutally frank at its theater TV session?

BY ROBERT LETWIN • Editor, Sales Meetings

Closed circuit television meetings present a strange paradox for American industry. You could view a half dozen or so recent coaxial sessions and label each good and each bad, and justify either answer.

Take Chrysler Corporation's meeting for dealers. Its presentation might be described as brutally frank. Dealers were told what Chrysler planned to do, what sales goals it had set, and what dealers had better do, or else. And it spelled out the "or else."

If you consider an absence of entertainment or special effects a poor TV meeting, Chrysler's conclave was a flop. If the lay-it-on-the-line approach is the wrong way to do it, Chrysler wasted a pile of money on its big-screen parley.

On the other hand, if you consider TV another means of business communication and nothing more, you make a different appraisal of Chrysler's

efforts. If a medium which allows a company to tell dealers exactly what's on its mind—makes clear to dealers what it expects and why—is what industry needs most, Chrysler* got its money's worth. No dealer left that theater TV presentation uninformed as to the company's stand.

With almost a dozen closed circuit TV meetings under my belt, I'm inclined to give the nod to the tell-em-what's-on-your-mind school. Somehow they ring truer, tell the audience more and impart more facts to interest the people gazing at the theater screen.

Ford Motor Co. was first to apply the straight-from-the-shoulder technique in TV meetings and its initial coaxial session is something of a business classic for me.

Probably for the first time, Ford explained to dealers exactly how the

*See "Can Chrysler Catch the Big Two?" page 36.

price of an automobile is derived. It was done with a blackboard, but it packed a wallop. Why? Because it was genuine inside information, the kind dealers hunger for. There was no squirming in seats—noted at some TV meetings—when Ford told its story. Dealers got rapid-fire information of direct interest to them, and it was all done with short talks and simple visual aids.

Before flipping to the other side of the coin, I'll go out on a limb and say that you make a big mistake if you stray from a plain-talk approach with your TV session. Note I said "plain talk," not dull talk.

Now, let's look at the other side of the coin—the entertainment approach—and see why it seems to miss.

Frankfort Distillers Corp. had on paper what must have looked like a sure hit to the company. It had top television and Hollywood talent. It had expert television know-how from its advertising agency. It had everything, but not a good business meeting. Frankfort was putting on a good television show, but not a meeting.

Meeting planners sit up nights to devise novel techniques to attract audience attention, to put impact behind a message, to establish a warm bond between company and audience. But, as long as they think of the assignment

to the Sales Executive who wants
better advertising
...but thinks he can't afford it

By
"better advertising"
we mean...

- ▶ advertising that increases the order-getting power of your sales organization;
- ▶ advertising that increases the salesmen's chances of making more sales calls count;
- ▶ advertising that prepares the salesmen's way for closing more orders, by doing most of the pre-selling "telling";
- ▶ advertising that multiplies the circulation of your most effective sales story to more of your most likely prospects;
- ▶ advertising that increases sales and reduces unit sales costs.

"Ditch-Digging"
Advertising*
is such advertising.

"Ditch-Digging" Advertising takes its cue from your customers and prospects. (What do THEY want to know about your product?) Then it rolls up its sleeves and digs for sales by helping people buy. It may not be the cheapest kind of advertising, but it costs you less!

This agency specializes in applying the principles of "Ditch-Digging" Advertising to the selling of any product that requires pre-purchase deliberation on the part of the buyer.

We know what it takes to sell by helping people buy such products. We know how to make advertising an integral part of the sales operation by assigning to it those *informing* and *reminding* parts of the selling job that can be done most effectively and most economically by direct mail, publication advertising, booklets, catalogs, bulletins, displays, sales presentations, or other "mechanical" means of transmitting ideas and information.

We're set up to quickly relieve you and your advertising department of as much of the work and responsibility as you wish to delegate. If you're located east of the Mississippi and would like to discuss the possibility that you *can* afford a "Ditch-Digging" Advertising program, we'll be delighted to hear from you.

*Reg. U. S. Pat. Off.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LEXington 2- 3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

as meeting planning, they can't go too far afield.

Somehow, when some think of television, they forget that they are still planning a meeting. That's where they go astray. That's what happened to Frankfort.

Frankfort had some excellent ideas. Its coaxial session to 20 cities was divided into two parts. First half hour was devoted to promotion of Hunter and Wilson brands. Because these brands are primarily marketed in the East, this first part of the program was beamed at East Coast cities only. This split programming allowed Frankfort to bring its message of a special sales area to the markets concerned without wasting time of dealers in other markets.

John Daly, popular television personality, was master of ceremonies for the first half-hour segment. This session featured Guy Lombardo and his orchestra and a trim songstress. A medley of songs, major portion of this half hour, offered music characteristic of various times in America, dating to the founding of the Hunter brand.

Lombardo's tunes were competently rendered as usual. But the single objective, to impress dealers with the long standing of the Hunter brand in America, wasn't worth the effort. Somehow I can't help feeling that a half-hour of high-price entertainment is more than this one idea is worth. For my money, this entire half-hour with its feeble "comic" continuity could have been boiled down to a good five-minute presentation. ("Comic" alludes to a character who interrupted John Daly at frequent intervals with ever larger pictures of a piece of Hunter advertising art.)

Lost Them Again

For one brief moment, this half-hour segment became a good dealer meeting. It offered a fleeting glimpse of a new dealer aid: a special box to help dealers to wrap good-looking packages for the holiday season. At this point Frankfort was talking to its dealers as dealers, and they responded. But Frankfort lost them again.

Second portion of the telecast reached all markets. Scheduled for an hour, it ran overtime and necessitated cutting a complete ballet on ice from the original script. Unfortunately, Frankfort produced a tabloid for distribution after the meeting and dealers where handed a "newspaper" recap of the TV session that gave big space to the climax feature they never saw. The ice show was to originate

in Brooklyn while the major portion of the show was staged in a large NBC studio in New York City.

I'm partial to Robert Cummings and was delighted to see him in the lead role for the second section of the Frankfort show. He was depicted as show director planning the Frankfort meeting. A few bits which might be labeled fantasy were concocted for Cummings' adventures through the studio to put a show together. Dealers recognized a popular TV actress and comic Jimmy Savo and were amused by a clever magician.

A day after the TV meeting, not one dealer I spoke to could remember what ideas—adopted slogans, actually—Cummings discovered on his televised "tour." None of them was impressed by the entertainment either.

Boomerang Effect

Frankfort's lavish entertainment had a boomerang effect on some dealers.

"They spent a pile of dough on that show," said a partner in a retail liquor store. "I'd rather they'd give all the money they spent on the show to us dealers."

He was not completely convinced when I explained that even if Frankfort divided its entire show expenditure among dealers, each would receive only a few dollars. This same reaction was noted in several dealer interviews.

More than a desire for cash, this attitude indicates that dealers did not consider this show was for them. They didn't feel that it was a worth-while experience.

Even with stars of Robert Cummings' and John Wingate's stature, Frankfort couldn't dodge the unfavorable comparison dealers make between what they see at a TV meeting and what they see on their TV sets at home. Therein lies the danger of following the entertainment school in meetings. You are competing with regular television fare, and you can't win. Even if your show is on a par with living room TV, you still lose in comparison, because dealers have to leave their places of business and go to a distant theater to see your show. For the effort they expect something special. You can only win when your dealers compare your meeting with another meeting, rather than with a television show.

It may or may not have been planned by Frankfort as the highlight of the meeting, but dealers remember most vividly and responded most to a sketch of a tavern owner and his business problems.

This episode was one of the few spots during the program in which a member of the audience could identify himself with the goings on beamed to the screen.

This televised tavern owner found, after a busy Saturday night, that his gross was not nearly as high as he anticipated. His son, home from college, indicated that he ought to apply his economics training to this problem. When Mr. Tavern Owner collapses from a heart attack, his son takes over the business and soon discovers a hoard of private label stock on the back room shelves. He serves a tavern customer with a drink from one of the unbranded bottles and discovers that the customer doesn't ask for a second.

Up to this point, dealers in the audience understood the message and responded to the story line. They appreciated that the tavern owner on the screen was burdened by an inventory problem brought on by unwise purchase of private label stock, and that this stock did not invite repeat business.

Frankfort should have stopped right there. It made its points. A short summary might have been all that was necessary. But, this was the time for the "commercial." (After all, every TV show needs commercials.)

So, I walked a Four Roses salesman and told the tavern owner's son that the answer to his problem of low profit was in the bottle of Four Roses on the bar. At this point, Frankfort's tale collapsed. The narrowing down of a big concept—greater profitability of selling popular branded merchandise—to a single whiskey was hard for dealers to take. One dealer with whom I spoke after the meeting expressed his feelings this way:

"Baloney"

"It was all right until that Frankfort salesman points to the bottle on the bar and says that this is the answer to their problem. That, for me, was baloney. Why didn't they just say that the problem of a small take during a big night can be solved by serving heavily-advertised brands because it might make people drink more. Something like that. It's damn silly to try to tell an old retailer that one whiskey is the answer to my problems."

This one retailer, on the main thoroughfare in Camden, N. J., was willing to concede that the major premise of the tavern episode was valid—"but with me it's different."

"Yes, I know what they're trying

NOW—HOLD SIMULTANEOUS SALES MEETINGS COAST TO COAST



Sheraton Hotels Closed Circuit TV Network

Now — management can talk "face to face" with the entire sales force . . . introduce a new product simultaneously to dealers in all territories . . . get reactions and answer questions from plant personnel scattered all over the country. What's more — all this can be done without pulling a single key man from his district and without paying costly travel expenses!

These are a few of the advantages you gain by using the new Sheraton Closed Circuit Television Network with a two-way audio pick-up — in any Sheraton Hotels in cities from Massachusetts to California (or independent hotels in non-Sheraton cities).

An experienced staff handles production details, assists in all planning, including budgeting and analysis.

LEARN MORE about this newest and most modern way to communicate "in person" at less cost. Write to SHERATON CLOSED CIRCUIT TV, 470 Atlantic Avenue, Boston 10, Mass.



IN THE U. S. A.

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CINCINNATI
DETROIT
NEW YORK
PASADENA
PITTSBURGH
PROVIDENCE
ROCHESTER
SAN FRANCISCO
ST. LOUIS
SPRINGFIELD, Mass.
WASHINGTON
WORCESTER

IN CANADA

MONTREAL—Sheraton-Mt. Royal
—The Laurentian
TORONTO—King Edward
NIAGARA FALLS—Sheraton Brock
HAMILTON—Royal Connaught

(Non-Sheraton cities may also be included in the Sheraton TV Network.)



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ON ANY
SUPPLEMENT SCHEDULE**

DID YOU KNOW?

With its population of 500,000, Louisville is larger than a full dozen of This Week markets, and larger than all but eight of 45 Parade markets. The Louisville Courier-Journal Sunday Magazine has a greater circulation (303,238) than half of the 27 American Weekly newspapers, and ranks above all but three of the 45 Parade newspapers. Readership figures are even above the high level of reader interest for all the supplements.

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Use Balloons...**

- To spark new product sales!
- To "switch" kiddies and their buying parents to YOUR brand!
- To advertise seasonal items... "specials".

**Because
PIONEER Qualatex Balloons...**

- are inexpensive, easy to use
- have real toy value as premiums
- carry your imprinted advertising far and wide

Get ideas, samples and imprint information from our Premium Department.



Write today to...



to get across," he told me. "They want us to sell heavily on big-name brands and make a good profit by keeping a smaller inventory; have a bigger turnover.

"But, they don't know my business. I've got to have private labels to make a buck. I don't know how it is in other stores, but here, a lot of people buy price, and I've got to have something with a low price to get that business. I don't try to switch anybody to a private label. I'd rather not carry them, but what am I going to do with the chain store on the corner that specializes in private labels to get the low-price trade.

"You know, there isn't much overtime around here anymore. RCA, Campbell Soup, none of them is running like they used to. People don't have too much free money."

"Quality?"

Contrary to what the television meeting pointed out, this dealer indicated that private label whiskey today isn't bad. "Quality?" he said, "Well, hell, those private labels are a lot better than some of the junk turned out by big-name brands during the war—stuff we can't give away today because customers remember how it used to taste. See that bottle up there?" and he pointed to a brand that, prewar, was among the most heavily advertised I can recall. "Used to be one of our biggest sellers. Now, I don't think we move three bottles a year. It might be good whiskey today, too, but customers have good memories."

We might dismiss this New Jersey liquor dealer as not typical. His practice of selling private label whiskey to attract business from Pennsylvanians who want cheaper whiskey than their state stores carry, might be the exception. He might, therefore, be expected to respond adversely to Frankfort's message.

But he didn't, really. He believes Frankfort's ideas are sound and he'd like to follow them, but doesn't feel he can under today's competitive conditions. What he didn't agree with was the brand name barrage leveled at him from the screen.

In a small but busy liquor store down the street from a large factory, a dealer said to me: "They (distillers) don't ever learn that by shoving their brand names under our noses every 10 minutes, like at that TV show, they don't make us do a better job on their lines. Let them do a good job in helping us sell more, and we'll push hell out of their brands.

"Somehow liquor companies don't realize that they've got a different thing to do for us dealers from what they do for the public. For the public it's fine to beat their ears and eyes off with 'Four Roses . . . Four Roses,' everytime they turn around. But, with dealers it's different. This constant hammering of brand names doesn't make us buy. We get too damn much of it. Do you know how many salesmen call on me each week with their arms full of advertising stuff? It's pretty all right, but who has time to bother with it?"

Wife of one liquor dealer—she's an active partner in the business—saw Frankfort's TV meeting and was impressed by the Christmas displays designed for dealer stores. "We like good signs," she said. "You know, the kind with lights and something that moves—attracts attention—but all that little junk they expect to stick around! It's ridiculous. With so many salesmen, how in the world can each one put up a new cash register sign, for instance? Yet, companies supply the stuff by the bushel and salesmen waste our time trying to get us to take down one sign—put up by a salesman two days ago—and put his up, which some other salesman will want us to take down again two days later."

Approximately 22,000 dealers, distributors and distributor salesmen attended Frankfort's coaxial session. Frankfort had high hopes that this figure might hit 35,000.

"Can't Get Excited"

In searching out dealer reactions I discovered that about half of the stores I stopped in had not sent anyone to see the TV presentation. To probe for an answer to non-attendance, I interviewed an old-time retailer. His store, if not the largest in town from a sales volume standpoint, is largest in size. He has three clerks.

"You see," he explained, "when you're a retailer in the liquor business as long as me—about 20 years—these big promotions don't mean much. There are so many of them, you can't get excited. Maybe this television one was different, but who has the time?"

"It's like the distributor salesmen who came in here and start turning pages of a big book filled with advertisements some high-price advertising company (agency) put together. What the devil has that got to do with my business right here on Cooper St.? Why almost every day another salesman comes in here with his book of ads and starts turning pages and talking about how many people read this

or that. I don't even listen anymore."

You have a difficult task before you when you try to plan a meeting for dealers. Part of the difficulty revolves around the question, "What do dealers really want to hear?"

Dealers, by and large, will not tell you what's on their minds when you ask an opinion. This was forcefully brought to my attention when I set out to interview them after the Frankfort meeting.

Although I introduced myself to each dealer as a reporter for SALES MANAGEMENT, stock answer to a question about the TV session was: "It was very interesting." Not one dealer would venture a negative opinion at first. Each assumed that I was a Frankfort man and told me what they thought I wanted to hear. It wasn't until they were thoroughly convinced that I was not from Frankfort that they would open up.

"It Was Interesting"

I wasn't surprised to get a call from Frankfort—a few days after I made my one-man survey—to announce that Frankfort's survey in the field indicated that dealers liked the meeting. I could have predicted that result and I'll wager that the most common dealer response was "It was very interesting."

You have to anticipate "dishonesty" when you talk to dealers about what they like or dislike about a meeting. Perhaps a large measure of this "dishonesty" actually is in an inability to analyze their own likes and dislikes. Some dealers with whom I spoke weren't impressed with the meeting but didn't know why until we discussed it piece by piece. Of course, these same dealers found the meeting "very interesting" when first approached for an opinion.

You might want to know how I managed to get dealers to open up, to allay their suspicions that I was a Frankfort man. After I found a dealer's answers were meager or "very interesting," I picked out a small weakness in the meeting and said I thought it was poor. Dealers immediately responded to my criticism. They knew I wasn't a Frankfort man if I found something wrong with the meeting.

What I found wrong—for dealers—was the poor projection of a film on whiskey making, starting with the carrying of whiskey barrels on the Mayflower. At times the film was almost blacked out. It was a shame, too, because most dealers expressed a great interest in the subject of whiskey manufacture.

The End.

New Package Helps Maintain Sales Leadership



Another
case history
of successful
"packaging
by National"

Outstanding packaging has been a major factor in the growth of the Hudson Pulp & Paper Corp.'s diversified line of household paper products.

This new Hudson Satin Finish Table Napkins box is one of a number produced by National Folding Box Company, Inc. for the world's largest manufacturer of paper napkins.

An impressive variety of nationally advertised consumer products . . . ranging in retail price from pennies to many dollars . . . are packaged in boxes and displays designed and made by National Folding Box.

Tell us about your package. Chances are, National experience can be helpful in making it a more effective sales tool.



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Folding Box
COMPANY, INC.**

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The ABC's of Sales Potential

We come now to discussion of the measurement of sales potential . . . the counting and grading of units . . . how to define your units, how to collect raw data. Listed here are 44 sources of information sales analysts can draw upon.

The second of a group of three articles*

BY EUGENE J. BENGE

Management Engineer, Author of "Manpower in Marketing"

Measurement of potential implies, of course, the use of measuring units. But in studying sales potential, we find many kinds of buying units, such as:

Consumer
Retailer
Wholesaler
Jobber
Industrial company
Institution
Government

It is likely that any of these, in itself, consists of different kinds of buying units. For example, a consumer may be:

Family
Man
Woman
Boy
Girl
Infant
Pet

In turn the man consumer may be:

Young, middle-aged, old
Athlete or bookworm
Tall, average, short
Stout, average, thin
Wealthy, average, poor
Native or foreign-born
Negro or white

These subdivisions illustrate the complexity of the sales potential problem, suggest why so many companies have shied away from it.

Studying the lists above, we note

*In the first article ("The ABC's of Sales Potential," SM, Nov. 1, 1954) Mr. Bengé defined "potential" and discussed its importance, its part in sales planning and the five steps necessary to measure it. The third article will appear Dec. 1, 1954.

that the first one is vague, generalized; the second, less so; the third, fairly specific. This leads to the statement of a principle:

1. The measuring unit should preferably be:

- (a) A buying unit
- (b) Tangible
- (c) Definable
- (d) Indivisible (for buying purposes)
- (e) Locatable for both survey and sales purposes

Applying this principle, we see that few on the first list, as it stands, can be considered buying units—even wholesalers and jobbers may need further definition. On the second list only "man" and "woman" are partially acceptable, for most company products.

These might be considered wholly acceptable measuring units:

1. A mother with children between six and 18.
2. A man who plays golf.
3. A hardware store not now selling auto supplies.
4. A wholesaler who has his own trucks and is willing to cover this county.
5. A jobber willing to advertise our products.
6. An industrial concern that operates its own power plant for generation of 60-cycle electricity.
7. An institution that has linoleum- or mastic-covered floors.
8. A governmental agency that deals with road construction or maintenance.

Obviously, the task of counting or grading such measuring units is not easy—but it is profitable, because it provides guidance in concentrating selling effort where such effort can be most productive.

Note that the measuring unit must

be locatable for both survey and sales purposes. It is not sufficient to know that there are 10 hardware stores in the county; you must know where they are located (plus the other information elicited in the survey, of course). A second-rate nursing home with linoleum floors may be an institution, but if its location is so remote that travel costs would eat up possible profits, perhaps it should be ignored.

Conversely, it may be possible to convert into outlets existent buying units that do not currently handle a given product. Normally you wouldn't think of a restaurant as a place to buy hosiery, but if trial has shown it can be done, maybe you should include all restaurants as part of sales potential.

In the first article we saw that:

1. Potential should be expressed in terms of *feasible* sales dollars.
2. Buying units should be graded as to likely purchases.

Overdo Big Names

When these two injunctions are carried out, the discovery is sometimes made that big-name companies are only average to poor prospects for your products, and smaller companies are potentially large users. Yet it is likely that your salesmen—and competitive salesmen—are giving the big-name companies more attention than their potential deserves.

No potential study should be so statistically impersonal as to ignore buying habits and buying motivations.

Perhaps these two influences cannot readily be counted or tabulated, but their existence should be noted and studied. In the final analysis, judgment will be exercised on data gathered, policies formulated, advertising and sales promotional material prepared. Information on buying habits and motivations may suggest ways to reach prospects identified as sales potential.

Experience suggests two approaches to the study of market potential (most companies will want to use both approaches, each to check and supplement the other):

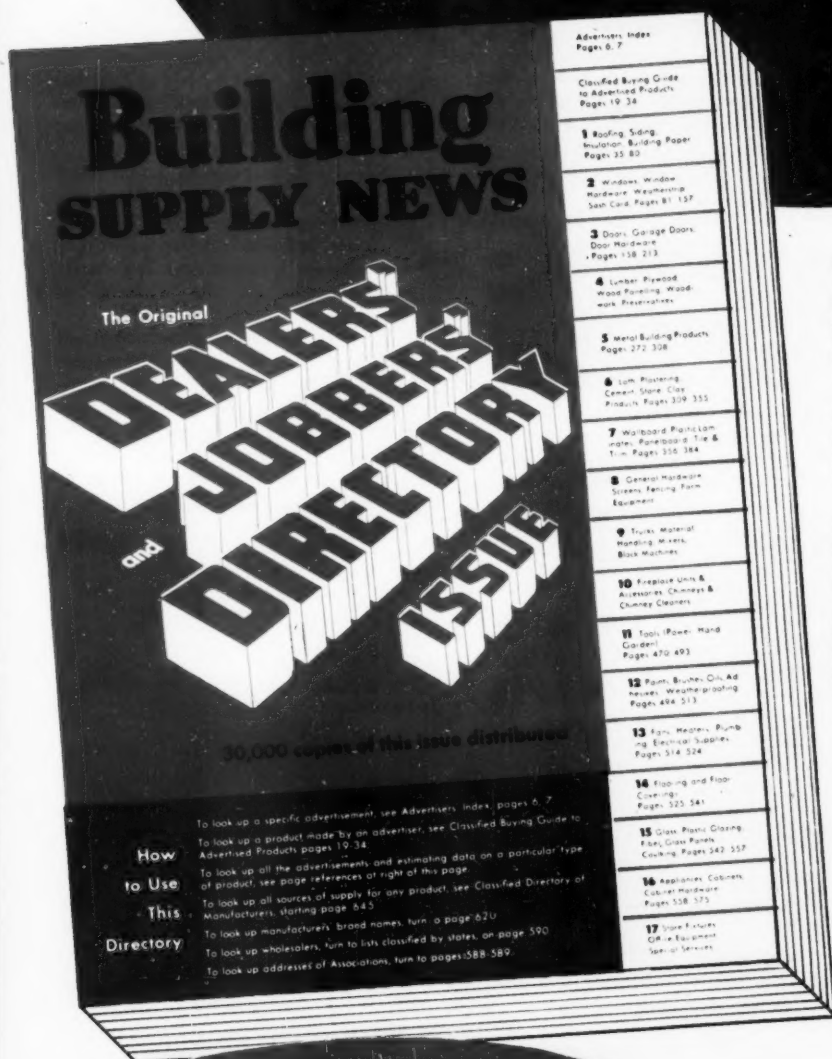
1. Field surveys
2. Studies of reporting sources

Field surveys employ either salesmen or trained investigators to gather specific data in the field. Such data are tabulated, classified and analyzed for making major policy decisions. They are then distributed among field salesmen for calls and other follow-up.

Studies of reporting sources utilize statistical and other information pre-

Help your **BEST** dealers sell **MORE** of your products in 1955

... place complete information
at their fingertips
all year long



While dealers will continue doing a big sales volume in 1955—their buying will be more selective because *your competition will be stiffer*.

You'll do a bigger volume with dealers next year if they (and their sales people) are "up" on your product because they are more familiar with it, understand it better.

Dealers look (and thank you) for information about your product in the BSN Catalog Directory—because it helps them and their personnel to make more sales.

97% Use their BSN Directory All Year Long

85% Use their BSN Directory at least once a week

86% Use their BSN Directory to train sales people

And, an unbiased 1954 survey *proves* that the BSN Catalog-Directory Issue is preferred 3 to 1 by dealers over any other reference source.

CLOSING DATE for BSN's Directory Issue (published annually in February) is JANUARY 3, 1955.

Be sure your reservation calls for space adequate to tell your product story effectively. *And* be sure our editors have your company, product, and service literature listings.

**The ORIGINAL Reference
& Product Directory for Lumber &
Building Material Dealers and Wholesalers**
Preferred 3 to 1!



BUILDING SUPPLY NEWS

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pared by various organized groups, public agencies, publishers, etc. The endeavor here is to understand the kind and amount of sales potential and to locate specific prospects in each geographical area, for the benefit of the salesman.

Professional field investigators—if properly qualified—will know how to tackle the problems. Where earnings of salesmen are on a commission basis, or otherwise directly tied to volume, the use of professionals may be advisable. Salesmen do not appreciate research or other assignments which take them away from direct selling.

Nevertheless many companies want to give the salesmen-as-field-investigators method a try. Here are some pros and cons:

For . . .

1. Gets first-hand knowledge.
2. Gets data quickly.
3. Gives valuable information to salesmen.
4. Makes buyer believe salesmen understand his problem.
5. Stimulates morale of salesmen.
6. May be undertaken in slack sales periods.
7. If market covers a large area, effects economies.
8. Forces salesman to contact new prospects.

Against . . .

1. Takes time away from selling.
2. May influence salesman to submit biased findings (consciously or unconsciously).
3. May lessen salesman's earnings or sales volume.
4. May tempt salesman to slight assignment (unless he is fully sold on its importance).
5. May make dealer unwilling to give information freely.
6. In a decentralized sales organization, may influence salesman to ignore requests from a distant home office.
7. If considerable technical knowledge needed, may demand more than salesman is competent to handle.
8. Where there are only a few large users or where there is a new market or new product, may not be as effective as use of special investigators.

Extra-careful planning and direction are necessary if salesmen, rather than trained investigators, are to be used:

1. Aims must be clearly defined and "sold" to salesmen in terms of their self-interest.
2. Procedures must be established: where data are to be found, what persons are to be interviewed, how

interview should proceed, data to be obtained, how recorded, etc.

3. The survey form to be filled out must be clear to the salesman and preferably not long or complicated. Definite quantities or *yes* and *no* answers should predominate. Relative terms like "rarely" or "large" should be avoided. Instructions should be printed on the form.

4. Salesmen should be trained (in person, not by correspondence) and made to understand that fundamental decisions hinge upon their accuracy.

The value of a survey conducted by salesmen, therefore, depends upon:

1. Careful statement of aims, and acceptance of those aims by salesmen.
2. Planning of procedures in detail.
3. Adequacy of the survey form.
4. Training, direction and follow-up of salesmen as investigators.
5. Skill in interpreting data gathered.

Even when trained professional investigators are used, these five rules apply to some degree.

Salesmen-Researchers

If your own salesmen gather data, they need not always obtain them within a few weeks of intensive effort. Some companies have so designed the salesman's daily or weekly report that market potential material can be gleaned from it. Here are typical items on such a report:

Name of Company
Address
Telephone number
Type of business
Purchasing agent, local purchasing agent, general
Who recommends purchases
When orders usually placed
Annual \$ purchases of items we can supply
Names of our competitors and \$ purchases from each, by item
Reciprocity, if any
New orders, by items
Calls made
Bid or business lost—to whom and why
Remarks

If the salesman can be encouraged or directed, to call on all prospects in his territory, over a period of time, to gather such information, he will make more sales and the market potential data ultimately will be secured.

On the other hand, if professional investigators are utilized, with a time limit set for assembling data, it may be desirable to try for additional information, such as:

1. Total consumption of territory.

2. Average purchase, by account studied.

3. Ratios to population or buying units, etc.

4. Repeat sale habits; styles; trends.

5. Local laws or regulations.

6. Economic conditions in the territory.

7. Reactions to company, policies, products, dealers and salesmen.

8. Comparison of present methods of distribution with other possible methods.

Any sales researcher usually discovers that there exists a vast amount of statistical and other information bearing upon his market potential study. His is a large task of finding, digesting, selecting and correlating such material with proper weighting to the more significant elements.

No researcher should tackle such work without at least an elementary knowledge of statistical theory.

Charts, maps and other visual aids should be used, in addition, to increase comprehension of the material at hand.

Here are 44 sources of information, and even this long list is not comprehensive. For your industry and company there may be data, registers, records, books, associations or other sources to supplement these:

Federal Government

1. Statistical Abstract
2. Construction Forecast
3. Market Research Sources
4. Consumer Market Data Handbook
5. Survey of Current Business and Supplements (All Department of Commerce)
6. Reports to Department of Agriculture
7. Statistics issued by the Federal Reserve Board, by districts

State and Municipal Governments

8. Permits, licenses, fees, registrations and statistical data on construction, new business, contracts, ownerships, taxes, etc.

Associations

9. Automobile Facts & Figures, National Automobile Association
10. Business Record, National Industrial Conference Board
11. Forecasts by the National Association of Purchasing Agents
12. Trade Associations
- Annual proceedings of the:
13. American Marketing Association
14. American Statistical Association
15. American Economic Association

Chambers of Commerce, etc.

16. What's the answer? Committee on Business Statistics of U. S. Chamber of Commerce
17. Data issued by local chambers of commerce, merchants associations and credit bureaus

Publications and Publishers

18. Books

"This is the size we raise for the Growing Greensboro Market!"



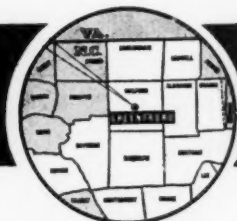
YOU GET BIGGER RETURNS from your advertising dollars in the Growing Greensboro Market . . . Here's the reason: 1/6 of North Carolina's 4-million people who live in the Growing Greensboro Market account for 1/5 of the state's \$3-billion retail sales! Here is a hard-working and prosperous, plus-market where sales come easier because the balance in buy-power leans toward the advertiser. . . . This is only one reason why more and more sales and advertising folks are really profiting by selling in the Growing Greensboro Market — using the 100,000-plus daily circulation of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Greensboro News and Record

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



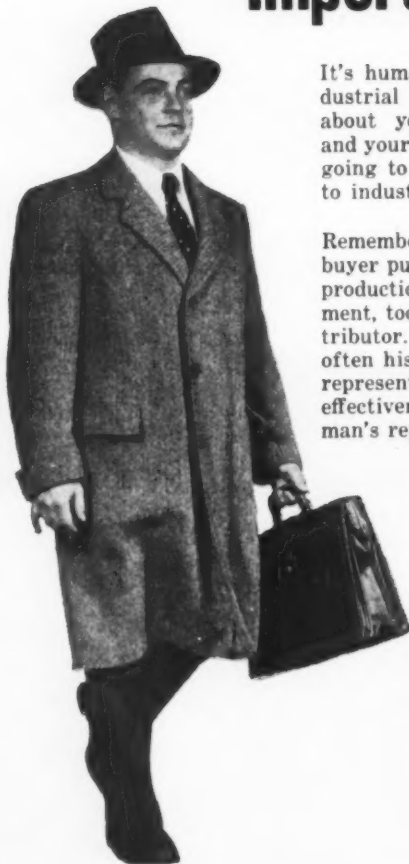
Sales Management Figures

**Kid-Glove Care
for "Scratchables"**
A FEATURE OF UNITED
PRE-PLANNED MOVING
WITH CARE

PRE-PLANNED Moving In Sanitized Vans—Exclusive With

United
VAN LINES INC.
MOVING WITH CARE
EVERYWHERE

If you sell through Industrial Distributors His I. Q. is Important to you



It's human nature. The more the industrial distributor salesman knows about your company, your policies and your products, the *more time* he is going to spend selling these products to industrial buyers.

Remember, the average industrial buyer purchases most of his operating production and maintenance equipment, tools and supplies from the distributor. The distributor salesman is often his one and only contact with a representative of your company. The effectiveness of the distributor salesman's representative is in direct ratio to his knowledge of, interest in, and enthusiasm for your company and your products.

Keep your distributor salesmen consistently *informed, interested, activated*. Use *Industrial Distribution* to tell them your story every month. It will create sales results for you at a cost of less than three cents per contact.

Industrial Distribution

ABC-ABP

A McGraw-Hill Publication, 330 W. 42nd St., New York 36, N. Y.

19. *The Wall Street Journal, The New York Times, Journal of Commerce & Commercial*, etc.
20. Other newspapers
21. Curtis Publishing Co.
22. The Crowell-Collier Publishing Co.
23. McGraw-Hill Publishing Co.
24. *Business Week*
25. *Dun's Review*
26. *SALES MANAGEMENT'S Survey of Buying Power*
27. Trade journals
28. Directories
29. Telephone books

Statistical and Information Services

30. Babson's Reports
31. The Brookings Institution
32. Moody's Investors Service
33. Standard & Poors Corp.
34. Dun & Bradstreet, Inc.
35. Thomas' Register of American Manufacturers
36. Local libraries—indexes, handbooks, etc.
37. National City Bank, New York City
38. Cleveland Trust Co., Cleveland
39. Better Business Bureaus
40. Clipping services
41. National Bureau of Economic Research

Other

42. Questionnaires
43. Interviews
44. Mailing lists

Maximum benefit generally can be obtained by combining the two methods of field research and reporting sources. For example, a federal or state directory reports 500 manufacturing establishments in a given territory; survey sheets from your salesmen show 200. You had better find out about the missing 300.

Or the reverse: Your salesmen report 100 prospects in a given county, but information you have shows that 90% of them must be excluded for various reasons.

In considering a location for a new retail outlet, you can see the benefits to be derived from combining the two approaches.

Data and procedures applicable at the national or regional level may prove inapplicable for any given retail store. Local data may here be required, or at least local modification of the more comprehensive figures.

Sales potential for a given store may be expressed in a simple formula

$$\text{\$ Sales potential} = \text{Degree of market penetration} \times \text{Number of buying units} \times \text{Average \$ purchase per unit}$$

Degree of market penetration should be expressed as a percentage of the area to be served. Market research can estimate this figure based on experience of similar stores. Such research will include what competition exists or is expected, the likely perimeter of the trading area, population and its probable growth,

Coming

December 15 - - in *Sales Management*

"Mechanization of the Modern Sales Department"

A close look at sales organizations which have cut costs and are increasing efficiency by mechanizing their sales procedures and functions.

Pin Point your dealers the way **GENERAL** **ELECTRIC** does...

with **TRADE MARK SERVICE**
in the 'yellow pages' of
telephone directories!

General Electric's Home Heating and Cooling Department recognizes telephone directory advertising as a major element in their marketing strategy.

They say, "Trade Mark Service serves as a vehicle to readily identify the G-E Dealer with national advertising, and it also serves to tell the consumer where he can buy the merchandise for which we try to create a demand through advertising."

Trade Mark Service has been used for more than 15 years to identify G-E products. It plays a vital role in welding the weakest link in any manufacturer's chain of distribution — namely, the tying together of consumer and dealer at the local level.

Why not let 40 million telephone directories from coast to coast (or part of them in any specified markets) pin point your local dealers for prospects for your brand?



GENERAL ELECTRIC HOME HEATING & COOLING
Oil or Gas
G-E Boilers and Furnaces for warm air, radiant or radiation systems for homes, farms and schools. Also G-E Automatic systems and year-round air conditioning.

"WHERE TO CALL"
HOME COMFORT SALES CO. TEL. 1000
1 MAIN ST.

For just the price of a phone call get advice worth thousands!

Call Your G-E Home Heating Expert Now ...without delay

Don't make any decisions on heating until you hear the amazing facts about G-E's specially designed boilers and furnaces for quick, economical heating comfort in your home. Phone your local G-E Expert for a free home heating survey now. He'll help you plot the most economical way to heat every room whether you use steam, air, steam or hot water. He offers you 3 basic designs. He'll help you fit your home's conditions — upflow for basement, downflow for basementless homes, horizontal flow for crawl space or attic installation.

For the name of your G-E Dealer, consult your Yellow Pages today. Look under Furnaces or Oil Boilers or Gas Heating.

FUEL-thrifty OIL HEATING

G-E Oil Boilers save up to 50% on fuel! For quick warmth on the coldest mornings, automatic G-E Oil Boilers or Furnaces.

CLEAN, work-free GAS HEATING

Just a flick of your finger and summer warmth floods every room. Automatic G-E Gas Furnaces or automatic G-E Gas Boilers.

ASK ABOUT G-E YEAR 'ROUND AIR CONDITIONING, TOO!

Enjoy healthful, clean spring-time air in your home 12 months a year! New, compact G-E unit fits anywhere. Cools your entire home in summer, heats it in winter with oil or gas. Enhances the value of your home.

GENERAL ELECTRIC
Progress is Our Most Important Product

General Electric Co.,
Home Heating and Cooling Department A.H. 9
Bloomfield, N. J.

Please send me complete information on:
Oil Heat ☐ Gas Heat ☐ Year Round Heating and Cooling ☐

I am
☐ Home Owner ☐ Architect ☐ Professional Builder ☐ Student

Name _____
Address _____
City _____ County _____ State _____

This and similar G-E ads appear in Better Homes & Gardens, American Home, House Beautiful, Small Homes Guide, Home Modernizing.

For further information, see Standard Rate and Data (Consumer Edition) or call your local telephone business office.





The world's largest audience
of Civil Engineers—

38,000 strong—spend an
average of 3½ hours reading time
with each issue of

CIVIL ENGINEERING.

Written by leading engineers
and contractors actively engaged in
important projects, CE's
award-winning editorial
content assures utmost reader
traffic for your sales message.

Such reader interest produces
exceptional results—

36,715 inquiries from one
issue alone. Whether you
manufacture equipment or
materials, **CIVIL ENGINEERING**
is your best buy for selling the
engineered construction markets.

**Engineers are educated
to specify and buy.**

CIVIL ENGINEERING

The Magazine of Engineered Construction
THE AMERICAN SOCIETY OF CIVIL ENGINEERS
33 West 39th Street, New York 18, N. Y.

Development of Potential

	First year	Fifth year	Ultimate Maximum
Degree of market penetration ..	10%	13%	15%
Number of buying units .	1,200	3,600	4,400
\$ purchasing per unit	\$200/yr.	\$220/yr.	\$230/yr.
Total potential .	\$24,000/yr.	\$102,960/yr.	\$151,800/yr.

THESE FIGURES are representative of a neighborhood which is growing but may expand less rapidly after five years. A static well-established area would reveal a different picture.

traffic patterns in relation to store location, buying habits, etc. Research means will be: interviews; street, aerial, house and lot maps; zoning commission information; housing permit data; census figures; utility connections, etc.

Some of these sources and techniques will yield the present and anticipated maximum number of families, or other buying units.

The likely average dollars' purchase per unit will depend largely on the earning-power level of the population in the neighborhood.

End result of a sales potential study is normally:

1. A visible or vertical card file of buying units, tabbed or marked as present, lost or non-customer, and showing on each card data developed.

Some companies remove from their card file: (a) Buying units which should be ignored (unprofitable to solicit). (b) Buying units which should be solicited by mail only.

2. Statistical summaries of these data, with conclusions.

3. Other pertinent statistical data or applicable information.

4. Observations or deductions of a general nature, opinions, suggestions, criticisms, etc.

Responsibility for translating the four kinds of findings into sales policies and practices rests with top management. It should not be delegated to the researcher who conducted the study.

In the next article of this series, we shall consider that vexing problem. "How Big is a Territory?" **The End.**

Another FIRST for Sales Management

Most of the pages in this issue are "scored" at the inside margin so as to make it easier for you to detach them for filing. The exceptions are where plates bleed into the gutter. It's the first magazine for business men to be so perforated for the greater convenience of readers.

Whether it remains an experiment or becomes an every-issue feature depends upon subscriber reaction.

Do you like it enough to tell us so?

Philip Salisbury
Editor, **SALES MANAGEMENT**
386 Fourth Avenue
New York 16, N. Y.

"Do-It-Yourself" Theme For Superkleen Manual

Devoe & Raynolds give
retailers a-b-c's for lifting
the unit of sale.

What are you doing about do-it-yourself customers? Letting this growing horde of home-grown nail pounders, decorators, painters, walk into the arms of competitors?

Here's the way one company is alerting its dealers and their staffs to opportunities for more sales to the fix-it-myselfers storming their doors: It's a new training manual for retail salespeople issued recently by the Superkleen Brush Division of Devoe & Raynolds Co., Inc., Princeton, Ind. It states, "New kinds of customers require a new type of salesmanship."

The handy pocket size booklet in red and black, with three-color cover, packs 21 practical selling tips into 24 illustrated pages, with emphasis on Superkleen reserved for the last few.

Get the Answers

Called "Brush-Ups for Your Sales Talk" ("How to Earn More from Sales to Do-It-Yourself Customers"), the manual asks in chapter headings: "How Can You Be a Customer Counselor?" "Why Should You Know All the Answers?" "When Should You Ask Questions?" "Where Do You Learn Facts and Findings to Convey to Customers?" "Which Products Are 'Best Bets' for Steady Extra Sales?"

Answers are set forth in easy-to-read style, easy-to-apply instructions. Examples in red ink follow instructions in black.

"Don't stand around and wait to be asked for information," urges the manual. "Don't always expect to be told what the customers want the product for, or what they expect it to do for them.

"You do the asking! Find out what kind of job the customer plans to do, how he intends to use the product, what results or benefits he is after."

Manual is being distributed free to dealers through personal calls by Superkleen sales representatives. Also offered are five cash prizes totaling \$325, and 500 honorable mention awards, for 150-word reports from retail salespeople on how ideas and leads from the manual pay off. Contest closes Dec. 1.

The End.

NOVEMBER 20, 1954

Moving?  Call...

Your ALLIED agent



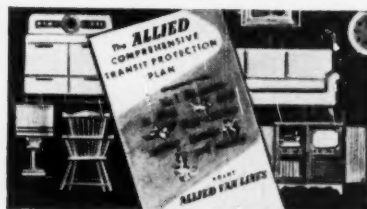
no.1 specialist
in long-distance moving!



(packing and storage, too!)



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.



Comprehensive Transit Protection means that Allied can assume on your request full liability for the actual and declared value of your household goods, the broadest transit protection available today.



GREAT DISCOVERIES THAT REALLY PAID OFF!

"... no occasion to get out and push" boasted J. Frank Duryea in 1895, when he won the first motor car race in America—a contest that sparked national interest in the gasoline-driven car, built by Frank and his brother Charles in 1893.

Only ten Duryea "horseless wagons" were constructed in 1895. Just compare that with the 626,000 cars owned by GRIT Families today!

83% of the more than 754,000 Small-Town Families who read GRIT own automobiles . . . and over 60% of them are makes advertised in GRIT. This is no mere coincidence, but positive proof that GRIT pays off for its advertisers!



Another Case History Where **GRIT PAID OFF!**

Regularly advertised in GRIT, Chevrolet and Ford together account for more than half of the cars owned by GRIT Families. They lead the national market, too, but their share here is only two out of every five cars in operation.

GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.

SALES MANAGEMENT

Marketing Pictographs

Planned by the editors of Sales Management and designed by Hile-Damroth, Inc.

DON'T EXPECT MIRACLES

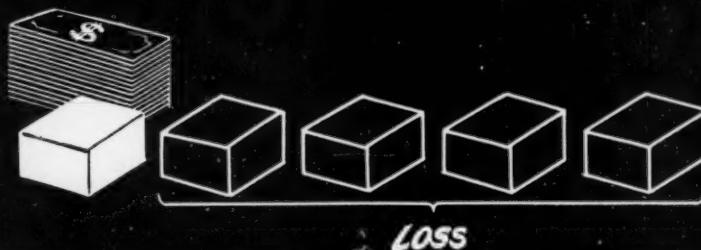
...IF YOU'RE LAUNCHING A NEW PRODUCT

It will take longer and cost more than anticipated.

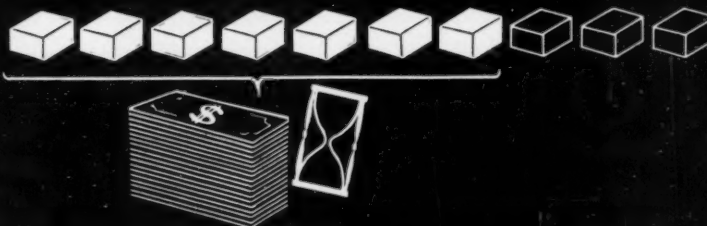
And the introduction stands an excellent chance of failure.

This is the advice of 200 leading packaged goods manufacturers. In their experience:

• OF NEW PRODUCTS REACHING THE MARKET, ONLY 1 OF 5 WILL MAKE A PROFIT



• AND 7 OF 10 PRODUCT INTRODUCTIONS WILL COST MORE AND REQUIRE A LONGER TIME TO PROMOTE THAN ANTICIPATED



WHY THE HIGH MORTALITY RATE? HERE ARE THE REASONS, IN ORDER OF IMPORTANCE:

- LACK OF FOLLOW-THROUGH MARKETING PLAN.
- LACK OF PRE-TESTING OF PRODUCT.
- LACK OF MARKET TESTS.
- INSUFFICIENT PRODUCT RESEARCH.
- LACK OF PRE-TESTING OF PACKAGING.

Source: Compiled by Ross Federal Research Corp., for Hilton & Riggio, Inc., New York, N. Y.

PICTOGRAPH BY
Sales Management
Designed by HILE DAMROTH, INC.

DON'T EXPECT MIRACLES 11-15-54

RETAILERS in metropolitan CINCINNATI



... PREFER THE CINCINNATI TIMES-STAR

For 46 years, and again in the first eight months of 1954, retailers have established the Times-Star as Cincinnati's leading advertising medium. So far this year, the Times-Star has a lead of 340,612 lines over the second daily paper and 468,064 lines over the third paper.

Follow the lead of these retailers who buy space on the basis of the superior cash register results produced by the . . .



... YEARS OF LEADERSHIP

CINCINNATI TIMES-STAR

NATIONAL REPRESENTATIVES: O'MARA & ORMSBEE, INC., NEW YORK, CHICAGO, DETROIT, LOS ANGELES, SAN FRANCISCO

SALES MANAGEMENT

YOUR CUSTOMERS...

...THIS FAMILY OF FOUR?

Because successful manufacturers are alert to changing consumer needs and attitudes, the average 1954 family was persuaded to buy more and consume more than the family of the boom era during the late '20's. The result is an array of new "buy-me" products and a corresponding increase in raw materials consumption.

Remember, for example, when the only plastic in the family auto was the distributor cap? This year, 20 pounds of plastics will have been produced for every man, woman and child in the U.S., and about 10 pounds of plastics are put into every new car.



YOUR CUSTOMERS ... 11-15-54

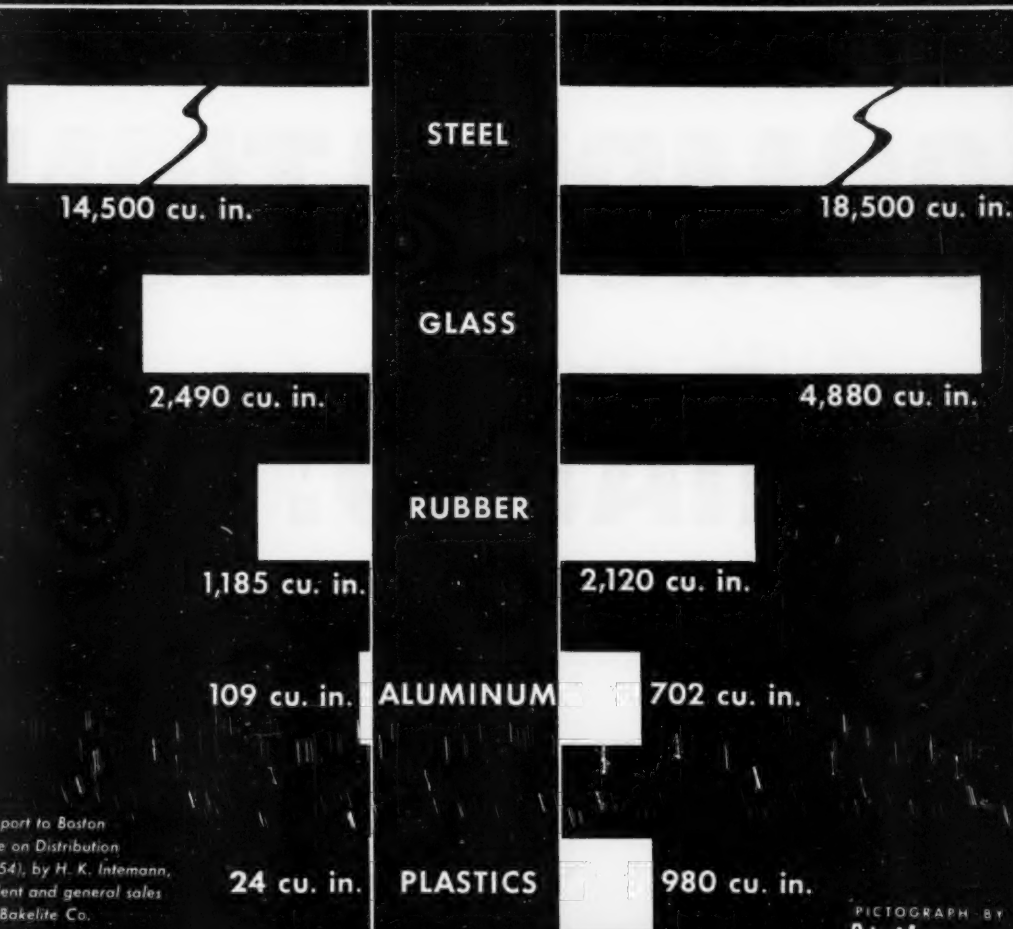


Of these raw materials ...



... the 1929 family consumed this amount ...

... and the 1954 family consumed this amount




Source: Report to Boston Conference on Distribution (October '54), by H. K. Intemann, vice-president and general sales manager, Bakelite Co.

PICTOGRAPH BY
Sales Management
Designed by HILE DAMROTH, INC.

**INCREASE THE POWER OF PERSUASION AND
YOU INCREASE ECONOMIC VITALITY—AND PROFITS.**

Never before a magazine buy

**12,900,000
CIRCULATION!
COMBINATION
RATES!***



MASS • CLASS • MEN • WOMEN • URBAN • RURAL • FARM

like this!



It gets to the *important* millions—the heart of America.

CIRCULATION • 4,597,987

Never underestimate the power of the magazine women believe in.

CIRCULATION • 4,876,551

Read by the leaders of the big change to "everyday holiday living."

CIRCULATION • 846,088

Rural America's magazine for better farming and better farm living.

CIRCULATION • 2,637,892

TOTAL • 12,958,518

Net Paid ABC 6/30/54

... big, balanced, selective coverage at a saving!

* Consult your Curtis representative about money-saving opportunities effective January, 1955 through Combination Rates plus Volume Discounts on individual magazines.

The Curtis Publishing Company

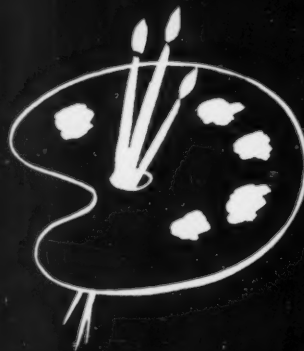
NOVEMBER 20, 1954

53

WHICH COLOR?

Failure to anticipate color trends—consumer preferences—is one of the most significant causes of product obsolescence.

Here are current color preferences in home furnishings, gleaned from national sales records, market studies, consumer polls. This does not take into account *all* popular colors, but only the top-selling colors in four product categories. The purpose is to define the major color wants of the typical consumer and shed light on color problems of the individual manufacturer.



HOUSEWARES

yellow
flame red
bright green
vermillion



BATHROOM

(plumbing)

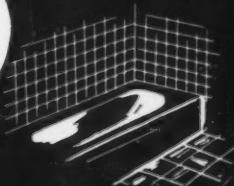
pink
yellow
green
gray
blue



BATHROOM

(wall tile)

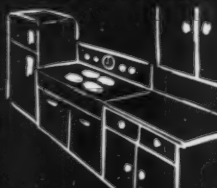
gray
yellow
green
coral



KITCHEN

(counters, cabinets, new ranges, new refrigerators)

yellow
green
gray
pink



TEXTILES

Upholstery Fabrics

green
tan
brown
beige



Cotton Yard Goods

red
green
navy
yellow



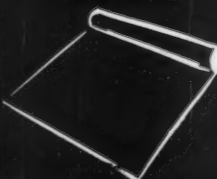
Tablecloths

emerald green
red
yellow
lime



Carpeting

gray
green
beige








(Advertisement)

A New Look at the Young Married Market

Your principal source of new customers today is, inevitably, the young married market. Your best customers come from this vast reservoir of new families who have new homes to furnish and fill with the million and one things that must be bought for the just-formed household.

To reach the young married market with your sales message calls for the use of very specialized media. Advertising in general magazines or women's service magazines scatters your shots, because they reach older women as often as not. Modern Romances, on the other hand, sells America's youngest married woman audience. The pictographs shown here are based on the just-issued 48th Consumer Magazine Report by Daniel Starch and Staff, and give you an up-to-date look at the Modern Romances reader. Because it reaches the heart of the young married market, Modern Romances is your best source of new customers, and your newest source of best customers! For the same reason, it's the most profitable selling medium you can use!

THE MODERN ROMANCES READER

She's young		Median age 26.7
She's married		77.1% married
She has the money to buy		Median annual family income \$4,110
Her family has more mouths to feed		396 people per 100 households
She has a growing family		70.3% households with children

ADGRAPH BY

MODERN ROMANCES

America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.

SURE YOU'RE WEARING A SUIT...

...BUT DID YOU BUY IT?



Come clean, like the 5,000 men who admitted, recently, that it was the little woman who O.K.'d, or nixed or influenced a suit-buying decision. There's no earth-shattering conclusion to be drawn here, except that if you manufacture and sell an all-male product, how many of your sales have been muffed because she put her foot down? Should you pre-condition and pre-sell her?

BY THE WAY, CAN YOU IDENTIFY YOURSELF AMONG THESE 5,000 HUSBANDS?

WHEN THEY PURCHASED THEIR LAST SUIT...



91% GOT ASSISTANCE AND ADVICE FROM THEIR WIVES



53% WERE ACCOMPANIED TO THE STORE BY THEIR WIVES



89% ASKED FOR THEIR WIVES' HELP IN SELECTING



82% BELIEVE THEY DRESS BETTER BECAUSE OF THEIR WIVES' HELP



315%

THAT ADDS UP TO 315%. A LOT OF INFLUENCE.

Source: 32-city survey by Tailors-To-Trade Association,
12 E. 41st St., New York, N. Y.

PICTOGRAPH BY
Sales Management
Designed by HILL DAMROTH, INC.

EXECUTIVE SHIFTS IN THE SALES WORLD

American Cyanamid Co. . . .

Thomas Floyd-Jones to sales manager, pharmaceutical department, Fine Chemicals Division.

American Motors Corp. . . .

Charles T. Lawson to executive v-p, in charge of Appliance Division.

American Seal-Kap Corp. . . .

Kenneth R. Mason to sales manager.

Anaconda Wire & Cable Co. . . .

David E. Allen to v-p, charge sales.

Cincinnati Lathe and Tool Co. . . .

Griffith C. Taaffe to president.

Columbia Broadcasting System . . .

Edward F. Lethen, Jr., to manager, network sales development CBS Television.

Evinrude Motors . . .

Eldon Robbins to advertising manager.

The Hoover Co. . . .

Felix N. Mansager to field sales manager.

Jefferson Electric Co. . . .

Joseph G. Solari to v-p in charge of sales; John J. Brogan to sales manager.

Mead Johnson and Co. . . .

Pierre A. de Tarnowsky to marketing v-p; J. Arthur Hill to v-p, sales.

Oneida Ltd. . . .

Robert W. Landon to director of sales and member, board of directors.

Pabst Brewing Co. . . .

Harlow G. Harris to western general sales manager.

Radio Corporation of America . . .

Martin F. Bennett to director, regional operations.

Star Expansion Bolt Co., Inc. . . .

Harry Fox to v-p, charge sales.

Van Camp Sea Food Co. . . .

Malcolm J. Goldie to director of sales and advertising; Clarence J. Harris to sales manager.

Whirlpool Corp. . . .

John M. Crouse to director of sales; John D. Sparks to sales manager.

Yale & Towne Manufacturing Co. . . .

Clyde R. Dean to director, export sales, Yale Materials Handling Division.

LET'S LOOK AT
THE RECORD

AND THE TROY CITY ZONE

Population: 123,500

Total Retail

Sales: \$154,284,000

Total Net

Income: \$203,687,000

Coverage: 99%

Circulation: 47,071

2 NEWSPAPERS
AT ONE COST

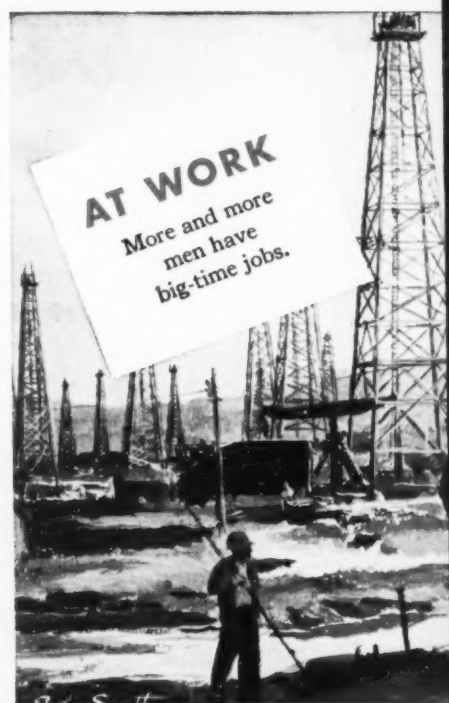
20¢

A LINE



THE RECORD NEWSPAPERS

THE TROY RECORD (MORNING)
THE TIMES RECORD (EVENING)
TROY, N. Y.



TWO



TIME to reach America's

SALES MANAGEMENT



BIG MARKETS

of best customers

for the price of one!

You may want to reach an audience of executives, or an audience of consumers.

Either way, the number of your best prospects is growing at a phenomenal rate.

Just since 1940, the number of management men in the U. S. has doubled! Now more and more men (and their families) enjoy the upper-income living that executives can afford.

One magazine is growing apace with the big and growing markets of executives and best customers. That magazine is **TIME**. **TIME** reaches over 1,800,000 families.

If you are advertising industrial goods, **TIME** gives you 100 cents on the dollar—for most heads of **TIME**-reading families have key positions in business, the professions or government.

If you are advertising consumer goods, you *also* get 100 cents on the dollar—for **TIME**-reading families, considered as a *consumer audience alone*, have a level of purchasing power far above the average.

Counting the office and the home, you reach two big audiences of best customers in **TIME**. Both are yours for the price of either one!

big and growing audience of best customers.



Illustration by Visual Methods staff

When to Use Visuals

A good speaker doesn't need a visual crutch; but often his audience does. So visualize only to help customers.

BY HUBERT D. ROSE
President, Visual Methods Company, Inc.*

In order to decide whether to provide a visual crutch for your audience, you should ask yourself some questions:

1. **Who is the audience** (or readers, in case of a report)? Is it salesmen, customers, supervisors or top management, stockholders, or employees?

2. **How familiar is the audience with the subject?** Is this information new or routine? Has the audience a general background knowledge of the subject?

3. **How important is the subject to the audience?** Is it "incidental intelligence" or vital information which will affect their work, their lives and pocketbooks . . . sales and performance?

4. **How big is the audience?** Is it just a few persons, a sizable group or a large audience in an auditorium?

5. **Where is the audience?** A few associates could be gathered in your office, but there might be similar meetings, successive or simultaneous, at numerous branch offices. Or you might want to present the same information simultaneously to several large groups in conference rooms or auditoriums throughout the country. And then there is the large audience you might want to reach just once . . . or several such audiences at various intervals and places.

6. **What to visualize.** Visualize the *key information* which will assist in making decisions and taking actions.

Note the emphasis on key information. Obviously, a visual presentation cannot go into details. Its function is to emphasize and clarify the *key information* by the power of simplicity and visual impact. Only such information merits visual treatment. If, by whatever visual method you use, your key information is driven home, your communications job will have been well done.

In your planning, keep your vis-

uals of this key information simple and direct. Avoid over-use of copy. And above all, if you are speaking, do not read to your audience long statements *from* your visual presentation. Nothing is more boring. *Know the facts*—and speak them. Let pictures tell your story, with just a few words when needed to emphasize what you say.

You might ask:

1. What is the essence of the message?

2. What is the significance of the message (to audience or readers)? How important is it to them? How will it affect their reactions?

3. What is the purpose of the message? What do I want it to accomplish—what action or response do I want it to stimulate—what decisions should it affect?

4. What is the cost of preparing the message? Is this information gathered quickly in a routine way or the result of an extensive study? Is it simple or complex? On the cost question hinge some decisions of what to spend on visualizing your message.

5. What is the circulation of the message? Is this for a few co-workers for whom a few carbon copies or photostats will be sufficient—or for thousands of stockholders? Is it a verbal message which will be repeated several times in different places or de-

*New York City

in The billion dollar Farm Market of **WASHINGTON, OREGON, IDAHO and UTAH**

YOU GET
MAXIMUM SALES
WITH THE

down-to-earth SALES APPEAL



OF PACIFIC NORTHWEST FARM QUAD MAGAZINES

Whether you sell general consumer goods or farm goods, you'll sell more with the **direct, down-to-earth sales appeal** unique to the Pacific Northwest's home-state farm magazines—**THE WASHINGTON FARMER, THE OREGON FARMER, THE IDAHO FARMER and THE UTAH FARMER**. Among farms within their own states, their sales-influencing impact is unexcelled—and look what it swings your way:

The billion dollar Pacific Northwest farm market . . . where 42% of all farms in the 11 Western states comprise a consumer market larger than any Pacific Northwest metropolitan area . . . and where farms earned an average \$1.32 to every dollar earned by the average U. S. farm in 1953. Most important—a bigger-buying group of farmers, owning more automotive and farm equipment, household conveniences and other manufactured goods used on the farm.

Farm Quad magazines can make your product—as they have many others—exceedingly popular throughout this rich farm region. They know the local farmer best, his wants and particular farm problems, so devote their editorial know-how solely to farmers within their respective states. Thus, by giving the farmer more useful information, this **LOCALIZED** editorial policy generates unmatched circulation—over 190,000 concentrated among the 194,107 Pacific Northwest farms—and wins the farmer's undivided reading confidence. We call this the **LOCAL TOUCH**. Our advertisers call it **TERRIFIC** for local sales. And all farm sales are **LOCAL**.



THE BILLION DOLLAR
FARM QUAD MARKET

FARM LIVING STANDARDS HIGH IN THE PACIFIC NORTHWEST

COMPARED WITH NATIONAL AVERAGES

- 41% more farms have telephones
- 17% more farms have electricity
- 23% more farms have automobiles
- 23% more farms have electric washers
- 133% more farms have electric water heaters
- 61% more farms have milking machines
- 13% more farms have grain combines
- 29% more farms have tractors
- 51% more farms have motor trucks

Source: 1950 Census of Agriculture

Selling Petroleum Products, Automotive or Farm Equipment, Automotive Accessories, or Electric Appliances? Write Advertising Manager for sales-building booklet today.

ADVERTISING REPRESENTATIVES

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

Pacific Northwest **FARM QUAD**

PACIFIC NORTHWEST FARM TRIO WITH UTAH FARMER ADDED

NET PAID CIRCULATION OVER 190,000 EACH ISSUE

**To blanket or pinpoint the \$8 Billion
Military Consumer Market through
near-saturation coverage,
there is no substitute
for**

ARMY TIMES PUBLISHING CO.

**ARMY TIMES
AIR FORCE TIMES • NAVY TIMES**

Members, Audit Bureau of Circulations

THE AMERICAN DAILY • THE MILITARY MARKET

(Combined with Air Force Daily,
European Ed.) (The monthly magazine
for Military Buyers)

European, Pacific, Continental U.S. editions to fit your merchandising needs.
Available singly or at low combination rates. Write for information and market data.

**ARMY TIMES PUBLISHING CO.,
3132 M St., N. W., Washington 7, D. C.**

U. S. Offices: Boston, Chicago, Los Angeles, New York, San Francisco.
Foreign Offices: Casablanca, Frankfurt, London, Paris, Rome, Tokyo.

**The World-Herald New
103 PLAN**

*Gives you Fully effective advertising
to help sell this market of
1½-million people.*

The Omaha World-Herald

O'Mara and Ormsbee National Representatives
New York • Chicago • Detroit • San Francisco • Los Angeles

252,522 Daily 261,374 Sunday

Publisher's statement for six month period ending March 31, 1954

livered simultaneously at several different places (district sales meetings, for instance)?

6. *When* is the message to be delivered? This is the ever important "deadline" when all of your visual work will have to be completed. Whether your visual is to be on film or paper—or an exhibit—the "deadline" and the visual method you have selected dictate the starting time of your planning.

After you have decided *what*, then *condense it*.

It is not always easy to condense. How often have you struggled to compose a 10-word telegram, when in less time you could have dictated the same message in a 30-or-more-word letter? And for the telegram it is likely you asked yourself questions such as those we have discussed about your audience and the message, and the answers to the questions helped you condense the message into 10 words.

Here are some simple rules to help you in condensing the *what*:

1. Keep the "crutch" concept in mind.
2. Meet your audience at its own level.
3. Consider only key information.
4. Don't try to tell too much.
5. Keep it simple and direct.
6. Let pictures substitute for words.

When you have considered your audience, analyzed your message for key information and then condensed it, you are well on the road to producing a good visual presentation. You can test it by asking: Does this make my message (1) easy to grasp and (2) easy to remember?

The first quality depends upon the clarity of your message, the second upon the nature or design of the visual. If you have added the impact of a good picture to the power of condensation, your communications will be successful.

The visual easiest to make may be weakest from the audience viewpoint. Conversely, the visual giving a quick, clear impression — easily remembered — is often hardest to prepare.

Others insist on visualizing just to liven their talk or report, or to help themselves on the platform or at the buyer's desk. This is not the approach which produces the best visual presentations, for remember, the visual should *help the audience*—and not be a crutch for the speaker or the writer of a report.

The End.

READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y.

REPRINTS

301—Sell Like a Champion When You Take Your Budget to Management!, by William R. Kelly. (Price 25c)

300—This 5-Way Manpower Program Cut Salesmen's Turnover 50%, by Robert Zinn. (Price 25c)

299—We'll Buy from Salesman With These 13 Qualities, by Norman I. Schaffer. (Price 10c)

298—If I Had Known Then What I Know Now About Purchasing Practices, by Fred G. Prince. (Price 10c)

297—He's a Big League Salesman, by Walter J. Maytham. (Price 5c)

296—Four Rules for Designing A Workable Incentive Pay Plan, by J. O. Vance. (Price 10c)

295—How to Pay Fairly for Auto Costs, by R. E. Runzheimer. (Price 10c)

294—A Current Reading List for Sales Executives and Salesmen. (Price 75c)

293—10 Commandments of Selling, by John M. Wilson. (Price 5c)

292—Are You Really a Sales Executive? by Bernard Davis. (Price 5c)

291—"Management Market" Means Billions More Business, by Lawrence M. Hughes. (Price 25c)

290—Sales Executive's Job Grows Bigger . . . But He Isn't Paid Proportionately, by Lawrence M. Hughes. (Price 35c)

289—Muddled . . . Misused . . . Misunderstood . . . That's Sales Promotion! by William R. Kelly. (Price 25c)

288—Well, What *IS* Creative Selling? by Arthur A. Hood. (Price 10c)

287—"Good Old-Fashioned Selling" . . . What Is It? 16 top ranking sales executives draw upon experiences of hard-sell eras to indicate how we must sell today. (Price 25c)

286—Instinctively, Are You A Good Leader? by J. H. McQuaig. (Price 5c)

285—Experts Pick Best Test Markets by Regions and Population Groups, by Philip Salisbury. (Price 35c)

284—Films You Can Rent or Buy For Meetings and Training Session, by A. B. Ecker. (Price 25c)

NOVEMBER 20, 1954

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



**Mayflower makes the
move easy for the men
you transfer, and safe for
their furniture. You can
depend on Mayflower!**

**AERO MAYFLOWER TRANSIT CO., INC.
INDIANAPOLIS, INDIANA**



MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest

COMING . . .

Give Prospects What They Want!

Buyers have so much faith today that the product of any reputable manufacturer will live up to performance claims that you should look to something else as the "X" factor in the sale. On a new product, Bausch & Lomb found it to be simply "appearance."

**In Sales Management
December 1**



it's

FIRST 3 FIRST!



The group with the Sunday Punch

FIRST 3
MARKETS GROUP

Rotogravure • Colorgravure

New York 17, N. Y. News Building, 220 East 42nd Street, VAnDerbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUnkirk 5-3557

According to the U.S. Census of Business, the average family in the three markets of New York, Chicago and Philadelphia spends 5% more for Drugs, 31% more for Food, 33% more for Furniture, Furnishings and Appliances, and 103% more for Apparel than the

New York Sunday News
Coloroto Magazine
Chicago Sunday Tribune
Magazine
Philadelphia Sunday Inquirer
"Today" Magazine

average family in the remainder of the U.S.

In these concentrated, most profitable sales areas, the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In these three top markets *there is no substitute* for FIRST 3 MARKETS' nearly 2-of-every-3 family coverage. To make your advertising sell *more* where *more* is sold...it's **FIRST 3 FIRST.**

"Lost Sales" Quiz #30

Faint-hearted Floyd

"The Pessimistic Partridge"



... is invariably guilty of asking for
too small an order

HE LOSES SALES BECAUSE . . .

- (a) . . . his customer runs short and reorders from the first competitor who calls
- (b) . . . he has no idea how much his prospect should have on hand
- (c) . . . he lacks confidence in his product

Competition wouldn't be picking up all that reorder business (a) if Floyd sold more "big" orders.

It isn't getting an order that counts. It's getting all the business possible that really pays you for your selling time. There's no secret to selling large orders, just three simple steps. First, be confident of getting the larger order because you know ahead of time how many he can use. Second, line up your strong selling points to answer his mental question "What's in it for me?" Third, be sure to ask for more than your estimate because it's easier to come down a peg or two than to increase your figure once it's mentioned.

© 1954 William G. Demroth & Co.

Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sale." Order your copies now. Price: \$1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.

NOVEMBER 20, 1954



FULL COLOR POSTCARDS for less than 1¢ apiece!

☆ Made direct from your transparency, Crocker's full four-color postcards with their exclusive Mirro-Krome finish are ideal for direct mail, dealer promotions and many other uses. Write today for free samples and price list.

Department S-11

H. S. CROCKER CO., INC.
SAN BRUNO • CALIFORNIA



Mink... for incentive charm

If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked impact can stimulate sales and improve public relations. Write for catalogue "Furs in the News". As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.



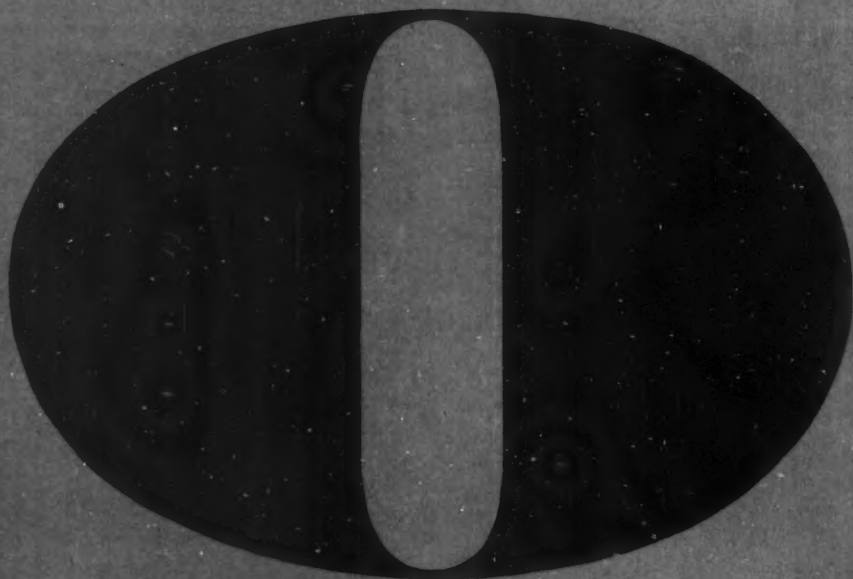
VICTOR ASSELIN FUR, INC.
363 7th Ave., New York, BR 9-8830

Read about . . .

Honesty: No. 1 Trait
Distributors Expect
In Manufacturer Salesmen

In Sales Management soon

the world of



gets its own

PETROLEUM WEEK

SEPTEMBER 24, 1974

A MCGRAW-HILL PUBLICATION

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EVERYTHING IMPORTANT IN OIL will be the unique province of Petroleum Week. This new communication service will keep men who matter posted on every phase of the oil industry—by giving the big picture fast, by filling in important details too . . . through an important new technique of writing for variable-speed reading.

Oil

business weekly

Oil is a fabulous business—colossal, and still growing.

Its gain in volume of output in the next two decades will outstrip even the amazing growth of the last quarter century. Its technology progresses so fast that galloping obsolescence is a state of normalcy. Oil has molded the American way of life, created empires, determined the course of at least one World War.

Oil men learn fast, think fast, act fast. Theirs is a world whose tempo quickens daily. Within their own realm, these men—the men who really matter throughout the oil business—need a communications service totally different from that now provided either by pe-

troleum publications or by the general business press.

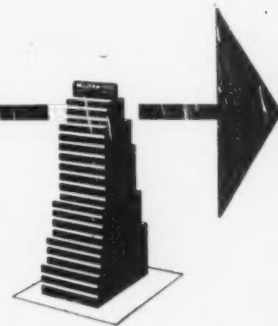
They need a cross-communication service that briefs the reader on everything important that happens to or in the oil industry—every segment of the industry, not just his specialty alone. This need goes far beyond spot news reporting, beyond analysis of trends, beyond coverage of technology, yet it includes all of these.

This information must be presented so a reader can hit all the high spots in a matter of minutes—then focus his attention and find all significant details too.

Impossible? We don't think so. The story on the next two pages tells why.

PETROLEUM WEEK

330 West 42nd Street, New York 36, N. Y.



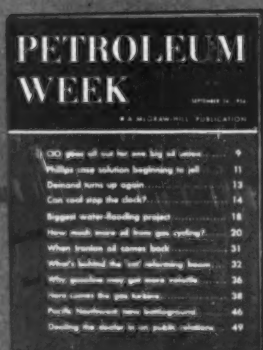
A McGRAW-HILL
PUBLICATION

because

O

oil

men
tell us
they need
this new
information
service



... a totally new publication, a totally new concept of writing for busy readers, enters the business press.

Petroleum Week's assignment is to meet two big needs shown in our research . . .

... 1—For a truly industry-wide and industry-deep publication covering significant developments in all segments of the oil industry—with the facts technically correct but interpreted into plain English for broad usage throughout the industry.

... 2—For a publication that can be read efficiently, at high speed, by busy men in an industry deluged by a mass of communications.

YOUR 1955 BUDGET WILL MAKE YOUR ADVERTISING DOLLAR WORK HARDER IF IT INCLUDES AN APPROPRIATION FOR PETROLEUM WEEK. Pilot issues are being printed now . . . regular publication will start in July. Be sure to capitalize on the intense interest this new magazine will arouse throughout the oil industry!

How we plan to serve Need No. 1—for a truly all-industry publication:

There are many oil publications serving specialized branches. We publish some of them ourselves. They have important roles to play. But the industry tells us that no one is providing vital information about *all* branches—production, refining, transportation, marketing—that is written in terms that are clear to oil men who are not specialists in the branches the information comes from.

Oil is an industry of intense specialties. It is segmented and technical. But it is an interdependent, integrated industry—even outside the “integrated companies.” Basic developments in one segment are of great importance in other segments.

Because of its specialization, the oil industry presents great difficulties in cross-communication among the specialists—and between the specialists and the general management. Yet in this fast-moving industry such cross-communication is vital.

This is a challenge that we will meet as we work with the oil industry to design *Petroleum Week*. *We will report and interpret important information from any specialized branch—no matter how technical—so it can be read with understanding by (1) specialists in all branches, (2) general management men, and (3) men who are moving ahead, wherever they may now be in their companies.*

How we meet Need No. 2—for an efficient-to-read publication:

A revolution is going on in communications. It has been provoked by the growing complexity of our life—by the need for more and speedier information—and by the vast growth of communication facilities.

An important phase of this revolution is in reading. Our children are being taught to read differently—to read si-

lently for comprehension with speed, not just orally with good enunciation and expression as we were. Thousands of businessmen are taking courses inside and outside their companies—and reading some of the many new books on the market—to learn how to keep up with the printed and typewritten material that they should read.

One of the keys to more efficient reading is a technique that might be called variable-speed reading. You do not pore over every word and every line at the same rate. You find ways to recognize the “high spots”—and you discover that they stick in your mind much better than if you had not sought them out as “high spots,” but had merely read them along with the surrounding mass of details or supporting facts.

To put it another way, you scan your reading material rapidly to discover the main points, the big ideas. You “shift gears” to read the details closely only when they are particularly important to you as an enlargement on the main point. Tests show that those who develop the ability to read this way gain more than speed; they also

improve their skill in catching and remembering the main points of what they read, and the useful details as well.

Now, we are learning that as publishers we can help our readers acquire and apply this skill. *Petroleum Week is the first publication we know of that is being designed from the start around the requirements of the new art of variable-speed, more efficient reading.* By the use of bold-face and other “display” type for all the high spots or main ideas—and *only* for them—we are building “signals” into our articles to call attention to the key facts. The reader then can quickly find the high spots. It may be that he is looking for nothing else; if so, he can find them with no waste time—and he can be sure he has seen them all. In many cases he’ll want details; in such cases he is guided to the detail by the main-point “signals.”

In effect, we are developing a way to write and print *Petroleum Week* for variable-speed readership—so that you can read it with maximum efficiency without waste time. We invite you to ask our representative to show you examples of this type of writing. We think you’ll see quickly what we mean.

FAST YET EFFICIENT COMMUNICATIONS THROUGH VARIABLE-SPEED READING

“Cut the copy!” What advertising man hasn’t been badgered by this command? “Keep it short and punchy—yet pack in all the facts!” The *Petroleum Week* technique provides an answer to this vital communication problem.

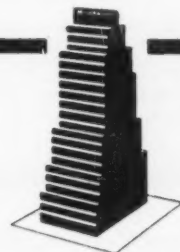
Variable-speed reading makes it possible to get a broad picture fast . . . then come back, so to speak, and fill in the details.

Writing for variable-speed reading is a technique all its own. (Try it some time.) You have to do more than just be clear, complete, concise. You flag *all the high spots*—and *only the high spots*—and present them in the sequence easiest to follow, which means knowing your subject and your reader pretty thoroughly.

An example of what we’re talking about is this very spread. We’d like to know what you think of it. Even better, see how variable-speed reading works page after page in *Petroleum Week*. You can get a pilot issue from the McGraw-Hill office nearest you.

PETROLEUM WEEK

330 West 42nd Street, New York 36, N. Y.



A MCGRAW-HILL
PUBLICATION

1955 Salesman's Data Book

**For 33 Years a Favorite Among Sales
Managers for Year-End Gift Giving**

Each year more sales managers discover this attractive utility book and come to rely upon it as a useful gift item for their salesmen.

The Data Book's uses can be novel and varied. For instance, stamping individual names in gold on the cover converts it to a souvenir placecard for annual sales banquets and conventions. Or we can imprint your company name on the cover for distribution to jobber and dealer salesmen who will carry a year-long reminder of your company in their coat pockets.

Any way you use it, your salesmen will find this daily work tool convenient and helpful because—

- ✓ it is published in handy pocket size, 3 by 4½ inches; bound for hard wear.
- ✓ it carries a keynote message by a top sales leader—Alex F. Osborn—to help salesmen make the most of next year's opportunities.
- ✓ there are over 50 pages of fine writing paper for daily notations and appointment memos.
- ✓ space is provided for noting tax deductions, monthly expenses, daily sales records, insurance premiums, and other important data.
- ✓ hotels recommended by salesmen are listed for 200 principal cities in the United States and Canada.

YOUR CHOICE OF BINDINGS

Leatherette:	
	\$1.25 each, \$12.00 dozen
Black Sheepskin:	
	\$1.50 each, \$16.80 dozen
Red Morocco:	
	\$2.00 each, \$22.80 dozen
Attractive Gift Box Included	

We'll be glad to supply detailed information on the Salesman's Data Book, including quantity rates and imprinting costs, if you will write to—

The Dartnell Corporation
Publisher

4660 Ravenswood Avenue, Chicago 40, Ill.



A light tug on the pull-tab . . .



. . . and the shipping carton's open.

How to Unwrap a Sale

If your salesmen must install heavy, bulky equipment from original shipping cartons, the pictures above should be of more than casual interest.

This carton unzips.

International Business Machines Corp., with Union Bag & Paper Corp., New York City, developed the carton to cut unpacking time on customer-premises, relieving electric typewriter salesmen of pliers, broken fingernails, hot flashes and the necessity to employ the stepover toe hold in unveiling the machine.

The "zipper" is actually a pressure-sensitive, reinforced filament tape. A pull-tab, located at the corner seam, is attached to the tape. The IBM salesmen merely pulls the tab and the

tape cuts through the carton's heavy corrugated wall. This leaves the typewriter mounted in a pallet type shell four inches in depth which provides a convenient receptacle for expendable packing parts.

Says H. W. Miller, Jr., sales manager, Electric Typewriter Division: "Salesmen welcome the new box, since unpacking time is cut 70%. Psychologically, the neatness and speed of the operation have a tendency to increase even further the customer's approval of the product. And," he emphasizes, "salesmen now have more time to sell, and they spend less of the customer's time during installation. Both salesmen and customers benefit."

Enthusiasm

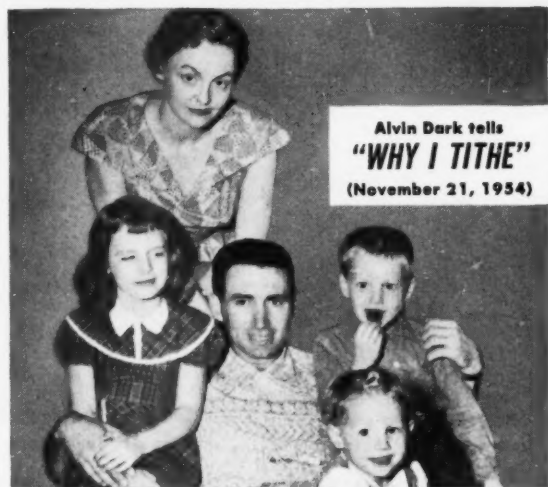
MOVES PEOPLE...MOVES PRODUCTS

Readers pick up *The American Weekly* eagerly—expecting to be entertained. *And they are . . .* because this magnetic Sunday magazine “hits them where they live.”

The editors of *The American Weekly* have designed it to *meet the enthusiasms of the American family*—in a way that compels attention from

cover to cover. Modern presentation, exciting titles and by-lines, rewarding service features, arresting illustrations—all are part of the package.

Enthusiasm produces a chain reaction . . . snaps from page to page. That's the reason advertising gets such quick response in *The American Weekly*.



Alvin Dark tells
“WHY I TITHE”
(November 21, 1954)

RELIGION. More and more Americans are seeking spiritual inspiration through religious pursuits. Baseball star, Alvin Dark, describes how giving 10% of his income to his Church has brought him priceless inner rewards.



The Secretary of Labor warns
“DANGER! CHILDREN AT WORK”
(November 21, 1954)

CHILD WELFARE. Well-being of the nation's children concerns everyone. James P. Mitchell describes hazardous jobs kids are still being hired for, in violation of child labor laws—and suggests solutions to the problem.



“PIONEERS IN PARADISE”
(November 21, 1954)

ESCAPE. Who hasn't dreamed of trading his hurly-burly world for life on a tropic isle? Readers will enthuse about Jimmy and Barbara Weber who carved a haven on a tiny Caribbean island—and are making it pay.



“CREATE A PARTY MOOD WITH LACE”
(November 21, 1954)

FASHION. Is there a gal who never has thought, “I want to be different, exciting.” Typical *American Weekly* treatment of this basic feminine enthusiasm shows the ladies how to turn heads with new lace-accented costumes.

The
AMERICAN WEEKLY

63 Vesey Street, New York 7, N. Y.

Beamed to the Enthusiasms of the American Family



MARKETING PHILOSOPHY: "We have considered," declares the president of Sakrete, Inc., Arthur Avril, "national

and zone advertising primarily as supports for local and point-of-purchase promotions."

Millions of Do-It-Yourselfers Tune In on Arthur Avril's Dream

The first bag of pre-mixed sand and cement for small jobs was marketed in 1936. Now convenience-happy buyers are discovering Sakrete. If you see the need for a new product, you should launch it now. You may be swept up in a boom.

BY EDGAR C. HANFORD

One of the oldest, most widely used do-it-yourself products is Sakrete—ready-to-use cement mixes requiring only the addition of water to produce concrete.

Sakrete eliminates guesswork from the proportions of ingredients. It has another important advantage: The cost is approximately that of small amounts of unmixed ingredients commonly used for home improvement.

Sakrete sales exemplify the do-it-yourself trend. In 1936, first year

the mix was marketed, sales totaled 40,000 sacks. In 1953, over 10 million sacks were sold. In 1954, sales are expected to exceed 13 million sacks.

Arthur C. Avril, president, Sakrete, Inc., Cincinnati, cites a major factor in this volume: the solution, nine years ago, of a serious problem—how to secure nation-wide distribution of do-it-yourself mixes.

Two factors were paramount—weight and price. Sakrete is packed in 80- and 90-pound sacks, sells for

about \$1.35 for each sack.

For successful merchandising of Sakrete on a country-wide basis, the company reasoned, the nominal selling price must be maintained. But high freight charges made that impossible in areas far from the plant.

Solution: Avril licensed manufacturers in strategic population centers. There are now 14 licensed Sakrete plants servicing 32 company territories, providing distribution in 45 states and the Hawaiian Islands. Five territories are still open.

All Sakrete manufacturing licensees operate their businesses as distinct entities; most of them have no other business activities. Avril never has solicited a licensee, but has selected his present group from hundreds of applicants.

Requirements: A minimum of \$100,000 for plant construction, with an obligation to purchase and use patented Sakrete automatic batching

just a suggestion...

BUT WHAT A RESPONSE!

A brand new editorial service was tried out in our October 1 and 15 issues—perforation of the pages. Several quiet announcements in the issues informed readers the experiment would become permanent if enough of them liked the idea.

That was all . . . no typographic shouts . . . just a suggestion soft-pedaled in 8-point type.

Came the deluge! Hundreds and hundreds and hundreds of letters, post cards, memos, comments dashed off on pages torn from the issues, even phone calls. And they're still rolling in. A sample of the responding com-

panies and their comments is shown here.

Public relations experts will tell you that for every reader who writes to an editor there are scores who get just as hot about an idea but for one reason or another never get around to writing.

Executives of other publishing organizations have confessed they have never seen anything like *this* in their long experience. Most editors would willingly accept a much smaller reaction as evidence of terrific reader interest. Our "bouquets" are coming in like box-tops . . . though

readers were stimulated by no offer, expected nothing in return.

We've been on the receiving end of large-scale write-ins many times in the past, but this tops them all—a unique demonstration of the finest possible type of reader appreciation . . . subscribers cheering spontaneously and en masse for a device that makes it easier, quicker, safer for them to capture the ideas in each issue for permanent use.

No publication could ask for greater evidence of reader interest. No publication could be more grateful to its readers.

"Hundreds and hundreds and hundreds of letters, post cards, memos . . ."

Frank A. Wilson, VP & GSM,
Gooderham & Worts, Ltd.

"A wonderful idea . . . have many occasions to file your material."

J. A. Armstrong, SM,
Salem China Co.

"I'm all for it."

Harold Bates, Acct. Supr.,
Fuller & Smith & Ross

"Heartily in favor. Hope you get a lot more 'ayes'."

R. G. Clayton, Products Mgr.,
Pro-Phy-Lac-Tic Brush Co.

"A great aid."

F. W. Beard, SM, Elgin Watch Co.

"Excellent idea."

Roy Marks, VP, Shuron Optical Co.
"Congratulations! Many thanks for the splendid articles and information in every issue."

John Kline, VP,
Lynn Baker, Inc., Advtg.

"A good idea and very helpful."

H. C. Gurney, SM,
Surface Combustion Corp.

"For years I've been doing it the hard way."

Paul Seaman, VP Sis.,
Encyclopedia Britannica

"I'm always tearing out pages."

I. T. White, Gradall SM,
Warner & Swasey Co.

"An experiment in the right direction."

H. O. Ladd, Mgr. Mkt. Res.,
DuPont (E. I. DuPont de Nemours & Co.)

"An excellent idea . . . Hope you will continue."

R. R. Seward, Jr., SPM,
Electromotive Div.,
General Motors Corp.

"You certainly have my vote."

A. B. Fox, Div. Mgr.,
Scott Paper Co.

"A real plus. Please continue."

F. H. Bowes, Jr., Adv. Dir.,
Pitney-Bowes, Inc.

"A wonderful idea."

A. M. Evans, Pres., Duofold, Inc.

"Congratulations—splendid idea."

Oakleigh R. French, Pres.,
Oakleigh R. French Co.

"A forward step. Every time we wanted to remove an article from your book—and that's frequently—we never seemed to have a knife or razor blade."

Neal M. Draper, SM,
Allied Chemical & Dye Corp.

"Excellent and most welcome innovation for a confirmed page clipper."

L. C. Keil, Mgr. Cln. Div.,
General Electric Corp.

"Ever since I've received SM I've taken the staples out and cut various articles for my file."

R. S. Bubbs, Dir. Mkt. Res.,
American Brake Shoe Corp.

"You are the first!"

D. F. Gaines, Adding Mach. SM,
National Cash Register Co.

"It's a good idea. I like it."

S. M. Washabaugh, Dir. Sis. Res.,
National Screw & Mfg. Co.

"If you knew how many times I've tried to tear pages out."

J. A. McInay, VP Sis.,
Ray-O-Vac Co.

"Excellent . . . Make it Permanent."

Fred L. Willis, Dir. Mkt. Res.,
Toni Co.

"One vote for scoring!"

E. J. Heimer, SM,
Barrett-Gravens Co.

"I like this idea."

Jules W. Lederer, VP Sis.,
National Presto Industries, Inc.

"Noticed your scored pages on a plane trip as I selected a few articles to tear out. Excellent idea."

Wesby R. Parker, GM, Post Cereals
and Carton & Container Divs.,
General Foods Corp.

"In a magazine from which it is often desirable to tear articles for future reference or further posting of someone else in the organization, I think it is a significant plus . . . Cast my vote enthusiastically in favor of continuance."

Paul Watts, VP Sis., Skill Corp.

"Much intrigued . . . Real benefit."

R. P. Hildreth, Mkt. Coord.,
Standard Oil Co., N.J.

"Congratulations—the innovation is very helpful."

F. W. McElroy, SPM,
Alpha Portland Cement Corp.

"You're to be complimented on your 'first'."

W. P. Kuentler, Dir. Sis. Res.,
Pepperell Mfg. Co.

"A great step forward."

W. T. Scott, Adv. & SPM,
Atlas Powder Co.

"Before I often gave up the idea of filing because it was too darn hard."

J. P. Morris, District Mgr.,
Minneapolis-Honeywell Regulator
Co.

"The new idea sure makes it easy to tear out interesting articles."

G. J. Duerr, SM,
Imperial Brass Mfg. Co.

"A time saver . . . Makes for a much neater job."

B. T. Egerton, SM
Nordberg Mfg. Co.

"Hooray! At long last!"

R. C. Bowen, Central Reg. Mgr.,
Phelps-Dodge Copper Prods. Corp.

"If many sales managers are like me, they will give your idea an overwhelming vote."

John W. Hubbell, VP
The Simmons Co.

"Good idea, Phil."

George L. Logan, SM,
Veeder-Root, Inc.

"We like it."

E. W. Kolb, Sis. Dir.,
Armstrong Paint & Varnish Works

"We like. Congratulations."

J. B. Hartnett, VP Sis., Haloid Co.

"A really constructive move."

Harry Ellis, Dir. Pub. Rel.,
Dr. Pepper Co.

"The idea appeals . . . It's good."

P. C. Kosch, Mgr. Sis. Trng.,
Amiliated Gas Equipment, Inc.

"I like it."

SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

NOVEMBER 20, 1954

Snails In Trees?

Orange trees that is.

We use them in Central Florida to keep insects out. Snail colonies save millions in spraying materials.

Snails and oranges and cattle are big news in Central Florida, where there are no horse races and few bathing girls, but plenty of real prosperity.

Money comes not from hoss bets in our area, but from hard work.

That's why Central Florida is a stable, buying market for your advertising.

Orlando Sentinel-Star

Orlando, Florida

Nat. Rep. Burke, Kulpers & Mahoney

Is Your Sales Cost Too High?

If so, Mr. Sales Manager, why not investigate our new exclusive SALES INCENTIVE idea... based upon TRAVEL VACATION AWARDS... 1400 Travel Combinations... used successfully by some of the world's leading firms.

PAYS FOR ITSELF Out of Increased Sales

Write for new folder for Sales Managers on "PLANNING THE SALES CONTEST"... gives complete details of how easily and profitably this plan works.



International Sales Incentives, Inc.
1654 Hanna Building Dept. SM
CLEVELAND 15, OHIO
Telephone: TOWER 1-0393

GIVE FREE

ORCHIDS

to the ladies—flown from Hawaii for a few cents each!... to

- Introduce New Products
- Introduce New Models
- Increase BUYING Traffic

and you'll get

MORE SALES!

Write today for new price list and brochure of many HAWAIIAN FLOWER GIFTS for promotions.

Dept. SM114

H. C. Krueger-Flowers of Hawaii
670 S. Lafayette Pl. Pl., Los Angeles 57, Calif.

and mixing equipment; a sufficient number of trucks for prompt deliveries; an adequate and trained sales force; most important, a high integrity rating in the community.

Instead of operating on a royalty setup for the 20-year period of the contract, each licensee pays Avril a nominal monthly consulting fee.

Proportions of cement and aggregate for the four Sakrete mixes is a carefully guarded secret. To insure maintenance of correct, automatically controlled mixes, Avril employs independent laboratories, in areas where licensee plants are located, to make monthly analyses.

"Deviations from the required formulas never have been reported, and we expect they never will be," says Avril. "Our franchise is much too valuable for any licensee to try to cut corners.

"In fact, our licensees welcome the monthly independent check on their products. It assures them they are maintaining the expected high standards of production."

Avril ascribes the remarkable Sakrete sales upcurve to (1) word-of-mouth advertising, (2) coordinated point-of-purchase merchandising, (3) the great increase in do-it-yourself home owners, (4) availability of Sakrete in more than 30,000 retail outlets, (5) increasing annual expenditures for advertising at the national, regional and local levels, and

(6) publicity in consumer and business publications.

"We learned the impact of word-of-mouth advertising as a result of our very first sale," Avril recalls. "The local gas and electric utility purchased 500 sacks for use in a variety of street-work jobs. The workmen were so pleased with the speed and efficiency of Sakrete that they were glad to discuss it with many 'sidewalk superintendents.'

"This resulted in many inquiries for the product at building supply yards and hardware stores in the Greater Cincinnati area. And it eased our job of lining up retail outlets.

"In the following years," Avril says, "we've had reports of many similar experiences elsewhere. For instance, when a home owner uses Sakrete to build a driveway, pave a patio or make some other improvement, his neighbors are impressed with the time and labor saved."

Avril is convinced the most effective merchandising of any do-it-yourself product is at the point-of-purchase.

In 1948, he and the Sakrete manufacturing licensees agreed that annual meetings would be helpful in developing coordinated plans for increased sales. The first such meeting was held in Asheville, N. C.; subsequent meetings in other cities.

From these discussions evolved the decision to inaugurate a national ad-



"Why don't you break down, Sam, and give me an order so I can show this new lad how easy our stuff is to sell!"

SALES MANAGEMENT

vertising and marketing program as a valuable sales producer. Development of this program was assigned to a national advertising committee, composed of Avril and four licensees.

At the 1950 meeting, it was decided to spend a nominal \$10,000 the following year, most of it for point-of-purchase material, lesser amounts for coordinated local, zone and national advertising. Publications selected for the national advertising were *Better Homes and Gardens* and *Popular Mechanics Magazine*.

"In developing our over-all program," says Avril, "we have considered national and zone advertising primarily as supports for local and point-of-purchase promotions. The latter are specifically designed to produce traffic—and sales—at retail."

Inquiries and sales in 1951 both increased so satisfactorily that the 1952 appropriation was raised to \$15,000 and *House & Garden* and several business publications were added to the schedule.

Appropriates \$30,000

In 1953, the appropriation was increased to \$20,000 and this year it is \$30,000. Added: consumer publications, *The Saturday Evening Post*, *Life*, *The American Magazine*; other business publications.

Cost of national advertising is assessed against each manufacturing licensee in proportion to the combined circulations of the magazines in his respective territory.

In addition, all licensees place advertising in regional publications, on radio and television. Thousands of lines of advertising are placed in local newspapers by retailers; mats for this purpose are provided without charge.

Following the established policy of stressing point-of-purchase promotions, Sakrete has increased sharply, during recent years, the volume of material for retailers, including trim for window displays, counter and wall cards, mail inserts and leaflets and folders for counter pickup by customers. All of this material is purchased under a centralized buying set-up, which reduces the cost.

Avril estimates this year's combined and coordinated advertising and promotion at more than \$500,000—a hefty sum for a low-price, do-it-yourself commodity. Because Sakrete, Inc., owns trademarks and patents, Avril maintains control over all the advertising placed by the company and its licensees. This control is exercised "firmly but diplomatically."

Sakrete has also attracted valuable newspaper and magazine publicity.

ANOTHER
H&D FIRST

A
New
Look
IN
CORRUGATED
BOXES!

Here's a **new** corrugated board with a **new** uniformly brighter color and a **new** smoother-than-ever finish

As another in a long list of "firsts," Hinde & Dauch has produced CORABRITE—an entirely new corrugated board. Over the years, H & D has developed strong, durable boxes to meet an incredible number of packaging needs. Now, to this strength and durability, H & D has added a vastly improved surface.

This lighter, smoother, stronger finish, which will be standard on all Hinde & Dauch regular shipping boxes, is the product of progressive paper chemistry at the laboratories of West Virginia Pulp and Paper Company.

CORABRITE offers a far better printing surface, thus enhancing the advertising value of your shipping boxes. Your boxes will have a more uniform appearance, too—CORABRITE eliminates 80% of the color variation found in natural finish kraft.

Don't wait. Write or call your H & D representative—ask about CORABRITE.

Corabrite

HINDE & DAUCH
AUTHORITY ON PACKAGING
SANDUSKY, OHIO

Coragated

For instance, the Feb. 21, 1953 issue of *Parade* carried a picture spread on how to make Sakrete flagstones for a patio. Readers were offered detailed instructions for the price of self-addressed, stamped envelope. Within 10 weeks, more than 31,000 requests had been received, and the total now exceeds 40,000.

"We wouldn't attempt to estimate the number of sacks of Sakrete sold as a direct result of this publicity, but our records indicate it had a big impact on sales," says Harold De Mar, sales manager.

As for users' complaints, De Mar says they average two annually. He or Avril personally checks each, explains to customers how and why Sakrete was incorrectly used. The two complaints last year were typical:

One customer had attempted to use Sakrete in sub-freezing temperature without providing a covering while the mix was hardening.

The other complained that the mix, used in making a bird bath, failed to harden and could be slushed around with a whisk broom.

Avril purposely waited several days

before visiting that customer. By then the mix was "hard as a rock" and ready for use. The customer had expected it to harden overnight.

"We believe the resultant word-of-mouth promotion of Sakrete is worth many times the cost of investigating these infrequent complaints," says Avril.

This executive's success story stems from a receivership. For a number of years he headed a Cincinnati company manufacturing and distributing ready-mixed concrete. In 1936, the depression caught up with him.

He had observed in these years a substantial demand for small batches of concrete—from a bucketful to a half cubic yard—for repair and relatively small improvement jobs. Ready-mix companies definitely were not interested in this market.

Why not, Avril reasoned, market correctly proportioned dry ingredients, requiring only the addition of water? He began experimenting. He already knew the correct mix proportions. The problem was to construct a plant in which dry materials could be mixed and packaged automatically.

Complication: Capital

Once a workable manufacturing setup was blueprinted, he faced the next complication: sufficient capital to finance the project.

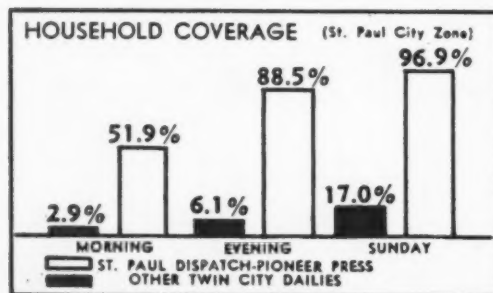
"My wife and I agreed on the coined word 'Sakrete' for the product and, after some unexpected roadblocks had been removed, a copyright was issued. We started 'on a dime and a prayer,' with machinery and material suppliers over-extending credit."

Avril now holds numerous patents on machines and equipment used in the manufacture and handling of Sakrete, and he constantly is developing new techniques to further reduce production costs. After their efficiency has been demonstrated in the Cincinnati plant, these techniques are incorporated in the plants of the manufacturing licensees.

Because Sakrete sales are concentrated in the spring and autumn months, Avril entered into a research contract three years ago with the University of Cincinnati for development of new products which can be manufactured with present Sakrete equipment, and which will level off production throughout the year, especially during the slow winter months. Cost of this research is being assumed by Sakrete, Inc. Avril believes that licensees should not pay for anything without "value received."

The End.

Only ONE newspaper can "ZOOM" YOUR SALES in the St. Paul "half" of the nation's 13th Market



Source: A.B.C. Publishers' Statements, 3/31/54.

St. Paul Dispatch-Pioneer Press

Representatives Ridder-Johns, Inc.

New York — Chicago — Detroit — San Francisco
Los Angeles — St. Paul — Minneapolis

Speaking of PACKAGING:

"I've never seen a study that said styling is the one thing that makes people buy—but we know it's true."

WILLIAM E. FISH, SALES MANAGER of CHEVROLET, commenting on the 1955 models—reproduced with permission from Oct. 30, BUSINESS WEEK.

Mr. Fish's statement . . . made on the threshold of the fiercest competition in automotive history . . . emphasizes an important fact in today's buyer's market — that packaging, styling, is a *sales* function. It's a technological job only in the sense that designers and engineers are instructed to build a format that will add *more sell* to the product.

They get their perspective from the sales executive . . . the management man at the receiving end of the suggestions, criticism, gripes that pour in over the far-flung distribution "telegraph" . . . from customers, retailers, wholesalers, and salesmen.

In his *thoroughly informed* mind customer reaction and company interests merge into plans for product improvement. *That's where most packaging changes start.*

But packaging changes aren't on a timetable. In your prospect companies they're likely to be proposed at any time . . . suddenly . . . in the secrecy of manage-

ment conferences. (Who, for example, would ever suspect that Coca-Cola would start experimenting with new sizes and packaging after all these years!) That's why your company should be in the sales executive's mind . . . as a possible nominee for the job . . . when a packaging change is first proposed.

The exclusive approach to the sales executives in companies likely to be making big packaging news in 1955 is in your hands right now. They're your fellow subscribers to Sales Management, reading the magazine just as you are. With 61% of them a packaging change is currently in the making.*

No matter what vertical or trade magazines you may be using . . . in the food, drug, beverage, cosmetics fields, etc. . . . a schedule in Sales Management gives you the competitive edge at the pay-off point where packaging changes originate and are okayed. It's extra sales insurance for your trade advertising and your salesmen . . . all across the top of your vertical markets.

*A recent SM survey.

Why not send today for specially prepared brief "PACKAGING and SALES MANAGEMENT."

Sales Management

386 Fourth Avenue, New York 16, N. Y.

333 N. Michigan Avenue, Chicago 1, Ill.—15 East de la Guerra, P.O. Box 419, Santa Barbara, Calif.

THE FIRST 12 WEEKS

*"I never realized that there could be a gap in our lives—until we began reading SPORTS ILLUSTRATED."*¹

In 12 eventful weeks, SI has started prize fights and settled ancient debates; it has provided spectacular department store displays and colorful TV and radio program fare. It has sold, for its advertisers, 2 out of 3 of the following products: ships, shoes, sealing wax; also sports cars, luggage, cameras, men's and women's apparel. It has been cut up by kids, bound in leather by executives, welcomed by mothers.

In its 3-month life, SPORTS ILLUSTRATED's 851 pages of editorial (178 of them in full-color) and 190 pages of advertising have opened a weekly window of magazine pleasure for more than 500,000 reader-families.

* * *

SPORTS ILLUSTRATED's World

SPORTS ILLUSTRATED's business is pleasure. Here's where it has taken you in the three short months of its pleasant life: you started with the greatest race ever run between two humans. You wandered leisurely back through the golden history of great sports events.



Color cameras took you into the ring with Rocky Marciano, into the batter's box against Robin Roberts. You went to Saratoga for the sale of yearlings, rode a speedboat with the fastest man afloat. You had an expert's eye view of the U. S. Amateur, scouted the World Series, played golf at the Greenbriar, hiked in the Himalayas, and swam in the cool world underseas.

You've fished in the great Northwest, sailed to Bermuda, watched the ducks sweep down from the North—and maybe you've discovered, with SI's editors, that sport is a world without limit.

And the fun has only just begun.

*"You have aroused my interest in other sports that I hardly read about previously."*²

The Writers

Each week SPORTS ILLUSTRATED has brought between the covers of a single magazine the finest writing that exists on sports. Outstanding authorities provide a regular battery of sports columns never before found in a single publication: Red Smith, Herman Hickman, John Bentley, Victor Kalman, Tex O'Reilly, Billy Talbert, Herb Wind bring to SPORTS ILLUSTRATED their appreciative, sometimes wry, always penetrating insights into the sports they have spent their lives enjoying.

Famous writers have turned their brilliant talents to the world of sports: John Steinbeck, James T. Farrell, Jerome Weidman, Cornelia Otis Skinner. And Paul Gallico has returned to sports—via SPORTS ILLUSTRATED.

* * *

*"Never has it been such a pleasure to make out a check. SPORTS ILLUSTRATED is superb, and is interesting in every respect."*³

Circulation and Success

SI is priced high for a weekly, but not too high for those who appreciate the uniqueness of a national sports magazine. Its newsstand price is 25 cents. Its regular subscription price is \$7.50. (Its \$6.00 charter-subscriber offer was also the highest in magazine history). Yet high price or not, the world of SPORTS ILLUSTRATED seems to be a hard world to resist.

Subscriptions exceeded 250,000 before the magazine even had a name. 350,000 subscriptions had been received by August 16, the first issue. Newsstand sale was immediate and fast. Every issue since the first has been well over 500,000 copies.

Charter subscribers were given the option of paying their bills at the Charter rate, \$6.00, or getting three months' additional copies for \$7.50. More than 50% of the first 100,000 checks received were for \$7.50.



Subscription insert cards appeared in the first two issues, for the convenience of families who had been away during the summer, and for newsstand buyers. More than 60,000 of these have come in to date.

* * *

*"Since the days of the American frontier, sports have been the keynote of our way of life. Today, Americans have more time and income to indulge their love of sports. Translate this into dollars, and you come up with a multibillion dollar business..."*⁴

Advertising Results

SPORTS ILLUSTRATED makes no claim that its impact alone has made business such a pleasure for its advertisers. But there does seem to be something about this wonderful world of sports that makes spending enjoyable. A few examples:



A handful of dealers we checked reported more than \$300,000 worth of orders for the Ford Thunderbird (the new car first presented to the public in the first issue of SPORTS ILLUSTRATED).

One 71-line ad produced \$5000 worth of business for a golf club maker in less than 3 weeks.

A single announcement ad sold two \$6,000 sports cars in the first two days after it appeared.

A motion picture camera manufacturer said "The way dealers snapped up our products when we told them they were going to be advertised in SI, our campaign is already a success."

And many others: Cunard Lines' travel—L. L. Bean's famous sporting goods catalogue—Knox's new line of hats. Brooks Bros. clothing—Pedwin shoes—and many other advertisers report specific success from their advertising in SI.

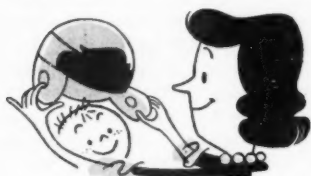
100 New Advertisers

While still a gleam in Time Inc.'s eye, SPORTS ILLUSTRATED started in busi-

ness with 201 accounts and \$1,300,000 in advertising orders. Since publication, more than 100 fine new accounts (who waited until they saw the magazine itself) have placed their orders. And 1955 plans show the pace of new business for SPORTS ILLUSTRATED is rapidly increasing.

* * *

"It brought us more action in our young sportswear department than we've had in two years."⁵



Shopping for Pleasure

The nation's department stores, who have long used sports as an up-beat merchandising theme, welcomed SPORTS ILLUSTRATED like Rock Hill, S. C., welcomed Dusty Rhodes. More than 300 of them gave SPORTS ILLUSTRATED the most enthusiastic reception ever given a new magazine.

And the welcome mat is still out: since publication, stores in 311 cities have continued to use SPORTS ILLUSTRATED as a major selling medium. Somehow, something happens to sports themes that makes them make sales sense in SPORTS ILLUSTRATED—even unlikely subjects, such as poodles and ball players, football helmets and ducks and cowboys . . . as well as the new fabrics and the outdoor fashions.

"We are enthusiastic about your wonderful magazine, SPORTS ILLUSTRATED. We believe it fills a definite need in a most interesting and entertaining way."

"Sports are for women as well as men, and I like the way you cover both."

"Sportswear is the fastest growing group of departments in every store. I know that we here at Halle's are grateful for anything that calls attention to the places and occasions on which sportswear is worn. SPORTS ILLUSTRATED does both beautifully."⁶



"Ezzard Charles came here to the University of Illinois to take a series of physical fitness tests under Professor Thomas K. Cureton. Charles read about Cureton's

fitness tests in an article in SPORTS ILLUSTRATED . . . Charles said he feels that he has about 3-4 more good years left in him and these tests may help him regain the heavyweight championship."⁷

Influence

The International Boxing Commission picked up the two ideas that were suggested in the August 16th issue by SPORTS ILLUSTRATED's boxing columnist Budd Schulberg (also well-known, we understand, in the field of literature and the cinema). Result: 49,600 people paid 600,000 pesos in Mexico City to see a good fight; and a second one, for the world's middleweight title, is now pending.

The Winged Foot Golf Club in Mamaroneck, N. Y., picked up an idea suggested by another SPORTS ILLUSTRATED article, "Golf's Greatest Putt." Result: four former



U. S. Open Champions attempted Bob Jones' great 1929 putt—under the eye of the master himself. Even a minor-sized *salle d'armes* in New York City reported new fencing pupils as a result of Paul Gallico's impassioned piece on that exacting but satisfying sport.

* * *

"I can hardly wait for the next issue to come . . . SPORTS ILLUSTRATED is improving with each issue and I always look forward to the coming week so that I can enjoy your publication."⁸

Vitality

When SPORTS ILLUSTRATED started, the Yanks were still World Champions, the aforementioned Charles "wanted him again"; and many an American family was in the midst of a hot August vacation. In sports this was a long time ago.

1. J. D. Gunther, V-P, Air Reduction Co., Inc., New York 2. Miss J. A., Salem, Mass.
3. Chester L. Kingsbury, 189 Court Street, Keene, N. H. 4. Charles Harris, Pres., Zero King Sportwear
5. John Brunelle, Buyer Women's Sportswear, I. Magnin, Beverly Hills
6. Marjorie Reich Fashion Director, Halle Bros., Cleveland 7. Edward J. Wojtas, Champaign, Illinois
8. Bob Feller 9. Harry Doniger, Pres., MacGregor Sportswear.

SPORTS ILLUSTRATED

William W. Holman, Advertising Director, 9 Rockefeller Plaza,
New York 20, New York



As a fast-closing news weekly, SPORTS ILLUSTRATED has been able to move with the speed and vitality of sports themselves. To readers, this is obviously ideal. And to advertisers it has an even more important meaning: immediacy combined with selectivity combined with modest cost.

* * *

"This new magazine is a natural and we plan to advertise in it in a big way."⁹

Opportunity

As a weekly, SPORTS ILLUSTRATED joined a selective group of publications. Before August 16th, there were just seven general weeklies. Now there are eight: LIFE, Saturday Evening Post, TIME, Newsweek, Business Week, U. S. News and World Report, The New Yorker, SPORTS ILLUSTRATED.



When America got its first national weekly of sports, advertisers got a new opportunity for sales. For many, SPORTS ILLUSTRATED has already become "the national magazine we've been waiting for." It is moderate in price. It has a selected audience. It has the vitality of a weekly.

Moreover, in an economy of abundance, pleasure is an increasingly important factor in making sales and profits. And not until now has America had a truly national weekly—whose business is pleasure—52 times a year.

Can Chrysler Catch the Big Two?

(This article commences on page 26)

might scale wages paid by all motor-makers to living costs. The UAW also is seeking a "guaranteed annual wage." Although GM and Ford already are earning enough to be able to cut prices, this might only speed the death of all the others.

More mergers? One arithmetical axiom is that when you add zeros the sum is only a large goose-egg. Lately, six surviving independents (among all 1,500 makes which over a half-century helped to put this nation on wheels) merged into three. All three now operate at a loss. In first half 1954 Chrysler's profits declined two-thirds. In the fall Chrysler went \$12 million into the red.

The only answer seems to be: to find ways to sell cars—profitably. Buyers are choosier now. They can afford to play hard-to-get. What is Chrysler doing to get them?

The answers cover a lot of territory. But generally they fall into four areas:

1. Chrysler is creating a corporate "climate" for selling.

The personality which the late Walter Chrysler instilled in this outfit went out with him some 15 years ago. Chrysler's crowd knew then how to put style and flair into products and promotion. They discovered that youth and women bought and drove motor cars too. Walter himself was pretty proud of the products, and he felt that winning friends for them was part of a president's job. The corporation became a press-agents' (and a reporters') dream.

K. T. Keller has had different ideas. Keller Kommanded. After all, the public needed only cars so sturdily built that they didn't have to be dramatic—nor dramatized. Engineers did the "styling." Keller and Chrysler's brass crawled into their shells. The press agents went elsewhere. And reporters found Chrysler's shells as hard to penetrate as the Kremlin. . . .

Then, in recent years, the corporation gradually changed. As the competitive era approached, Keller moved up to chairman, went to work in Washington. An easy-smiling ex-lawyer, Tex Colbert, was made president. . . . Chrysler started to make surveys to find out what people wanted. It hired stylists to help the engineers. It learned anew that to influence people, it must win friends.

Today, as always, Ivy Lee & T. J. Ross are public relations consultants. But much more of this work is done within Chrysler; James Cope, v-p and assistant to Colbert, directs "relations." Under James A. Baubie, manager of PR services, Chrysler now has five times as many writers, diggers and dramatizers at work than it had in early 1951. These include full-time people at Chrysler's advertising agencies: N. W. Ayer & Son, Inc., for Plymouth; Grant Advertising, Inc., for Dodge; Ross Roy, Inc., for Dodge trucks; Batten, Barton, Durstine & Osborn, Inc., for DeSoto, and McCann-Erickson, Inc., for Chrysler and Imperial cars and institutional.

Chrysler Opens Up

Reporters are welcomed. Early in September a lot of them got "a cordial invitation" from Colbert to a preview of the new cars on Oct. 11. "What Chrysler accomplishes," Tex wrote, could be a "chief news aspect of the automotive industry."

With Chrysler paying carfare, hotels and meals, 500 reporters showed up. They came from newspapers in Manchester, N. H., Miami and Minneapolis, San Diego, Seattle and Salt Lake City. They came from such various communicators as *American Cartageman* and *American Machinist*, from *Banking* and *Better Homes and Gardens*, CBS-TV, *Charm* and Consumers' Union, *Daily Livestock Reporter* and *Design News*, *Go Magazine* and *Grit*, *Life* and *Living for Young Homemakers*, MGM News and *Mill and Factory*, NAM, NBC and *The New Yorker*, *Polish Daily News* and *Power Wagon*, *The Saturday Evening Post* and *Scholastic Magazines*, *Town Life* and *True Story*, *La Voce del Popolo* and *Vogue*.

At Cranbrook, 20 miles from downtown Detroit, where the preview was held, the brass was thicker than the chrome on the cars. Some 150 Chryslerites, from Keller and Colbert down, were formally listed as "your hosts today." Even Keller talked to people.

Under a tent called a "theater-in-the-round," Chrysler's "New Fashions in Motion" rolled forth before our eyes. Some of us were distracted as singers sang, models gyrated and dancers kicked up their heels to show

"new silhouettes, exterior trim, interiors, sports look," etc.

Colbert told of the "big change" embodied in "The Forward Look." It all took a lot of work, time and money. But sight-unseen advance orders from dealers convinced him that Chrysler would get "at least 20%" of the 5.3 million 1955 cars.

His confidence also was based on low inventories of '54 cars—only 40,000 among the 10,000 Chrysler dealers. By Nov. 15 the corporation would have increased its employee group by 50,000 to 160,000. By Jan. 1 250,000 of the new cars would be turned out. The corporation was launching its "most intensive advertising campaign," with more money for all media and, in the first four months of the model year, newspaper budgets up 16% from a year ago.

The field sales force is "nearly half again as large" as then. The dealer setup has been strengthened. And with "new beauty, new style, new quality, new performance in automobiles," Chrysler is instilling in its people "faith in Chrysler's future—which is going to be even greater than Chrysler's past."

2. Chrysler offers better products to promote.

All the new cars are longer and lower. (One Dodge model stretches 16 inches more; the height of a DeSoto coupe has been cut 2.6 inches.) All stress wrap-around windshields with "exclusive swept-back treatment" for more useful vision area. Horsepower, from comparable 1954 models, has been stepped up as much as 50%. All the cars offer a full line of power accessories and new mechanical and safety features. They are available in 56 solid colors and 173 two-tone combinations. Into interior fabrics have been woven such designs as hood medallions.

The corporation's Director of Styling gets the spotlight. Virgil M. Exner, says *The Detroit News*, came to Chrysler in 1949 from South Bend, where he worked on "the first post-war Studebaker, streamlined like a torpedo. At that time Chrysler design for stock cars was in the hands of the engineers." Exner first applied himself to experimental cars. Ten such "cars of tomorrow" recently were shown across the country to 25 million people.

In the 1955 stock cars Exner points to the "airplane influence" and "poised appearance." Without specifically mentioning the new Chevrolets and Pontiacs, he boasts of the Chrysler cars' "clean lines," with-

out "slabsidedness" and "ornamentation hung on like gingerbread."

Style and sportiveness suggest speed. In the first few weeks of the corporation's new 4,000-acre Proving Grounds, opened last June, several records were broken. A Chrysler FirePower stock car averaged 118 mph for 24 hours. A special car with 447-hp Chrysler V-8 engine made 182.5 mph. A new woman's record of 143.4 mph was set in a Dodge.

But for the benefit both of motorists who crave "pickup" and police who must pick up their pieces, James C. Zeder, v-p for engineering, subordinates speed to "improved performance in the low and middle ranges."

3. Chrysler sets out to strengthen sales and advertising.

Also last June, the directors elected a new v-p for sales of Chrysler Corp. Soft-Spoken Charles L. Jacobson hardly seems to be the sort to strike terror in General Motors' Bill Hufstader or Ford's Walker Williams. But he gets tough jobs done.

"In selling itself many more men are now at work helping our dealers," reports Jacobson. "For the first time in 15 years Plymouth has its own field organization. It concentrates on seeing that all dealers and their people get the training and the ammunition to reach sales targets. Chrysler and Plymouth divisions now do cooperative advertising with dealers." (Dodge and DeSoto have long had such programs.)

The low-price bracket embraces 60% of all new cars sold. Although Plymouth is carried by all 10,000 Chrysler Corp. dealers—and thus has at least 3,000 more outlets than Chevrolet or Ford — these dual dealers have been tempted to emphasize their higher-price Dodge or DeSoto or Chrysler cars at Plymouth's expense. Jacobson won't predict whether Plymouth might get its own dealer organization. But he shows that, with several models, "each car has become a full line."

The divisions are on their own now. Each sales manager reports to his divisional head. Jacobson coordinates His "suggestions," however, are made to the divisional head—not to the sales manager. Among all the meetings held by all divisions with dealers this fall, he went only to one of each division. He made no formal talks. "That's the job of the divisional sales manager," Jacobson explains. "He must build his own *esprit de corps*. But after a meeting I'd get dealer reactions. . . . I'm very defi-

nately concerned with how well all our cars are sold."

Chrysler believes that today's advertising can assure tomorrow's sales. While sales volume in 1954 was halved, Jacobson shows that "advertising was cut only 20%. We knew that the new lines were coming, and we sowed the seeds for them. Many people driving cars four years old or older soon would be ready to buy. We set out to make them Chrysler-conscious. When word of the new cars spread around, we began to get

enormous retail orders."

Preannouncement advertisements for the new lines reminds oldsters of Walter Chrysler standing beside a shiny new Plymouth of two decades ago and urging, "Look at *All Three!*" In the current instance Tex Colbert leans against a 1955 Plymouth and talks about "The Forward Look. . . . These three words are Chrysler Corporation's signal for a dynamic new era in your life!"

Other teasers show Chrysler engineers making a full-scale drawing of

"The only popular-priced whiskey named 'best gift I received'!"

SAYS SALES MANAGEMENT'S LATEST GIFT SURVEY

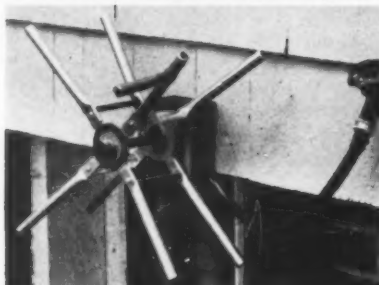
It's the Schenley decanter they're talking about! Now here again in limited supply! Give the best-tasting whiskey in ages in the nation's favorite decanter . . . at no extra cost!

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Are you looking for an unusual and yet very practical Christmas gift to give to your customers? Then stop right here, for a Minute Man Hose Caddy is just what you need.

A Minute Man will become an essential part of your customer's household equipment, and he will be reminded of your thoughtfulness for years to come.

Minute Man is a sturdily constructed hose reel designed to hold up to 150 feet of garden hose. It is supported by a separate bracket attached adjacent to a water tap. Extra bracket can be installed so that the reel unit can be easily moved from one location to another. A short length of plastic hose carries water from the tap through a special fitting directly to the center of the reel. Hose is neatly out of the way, yet always ready for immediate use.

Packed in individual cartons Minute Man Hose Reel is shipped as a knocked-down kit with complete instructions for easy assembly.

Write for additional information or Order Today.

Immediate delivery for Christmas orders.

PRICES

1-12 UNITS....	\$7.95 EACH
13-24 UNITS....	\$7.45 EACH
25-48 UNITS....	\$7.05 EACH
49-96 UNITS....	\$6.75 EACH
97 or more units	\$6.50 EACH

Less than 30 units F.O.B. Sandusky, Ohio
30 units and over F.O.B. customer's address.
Note: Master carton contains 6 units.

PATIO CRAFT, Inc.
12734 WOODLAND AVENUE
Cleveland 20, Ohio

a new car; "nine top aircraft designers" and then "seven top fashion designers," saying nice things about Chrysler cars' lines

A 12-page announcement of all the cars is now breaking in *Collier's*, *Life*, *Look* and *The Saturday Evening Post*. A large company advertisement proclaims them in 263 newspapers in 176 major markets. Reinforcing the shows of all divisions on TV networks, Chrysler Corp. now has a weekly program on CBS-TV. Between the monthly musical "Shower of Stars" appear three dramas titled "Climax!" (Many dealers, installing TV sets, now hold "open house" for prospects on Thursday nights.)

But despite such splurges, Charles Jacobson says, "generally, advertising will be based on sales... We believe the sales will support more advertising. For each district manager and each dealer of all divisions we've set a sales quota. But we won't hit him over the head with it. Instead, we'll help him to reach it."

Of the four car groups Dodge alone has not announced unit objective. Plymouth seeks 734,000, or 14% of an industry 5.3 million total. Chrysler-Imperial and DeSoto each aim at 140,000 and 150,000, or about 3% of "market." Normally, Dodge sells about half as many cars as Plymouth. On this basis Dodge needs 365,000, or 7%. If all divisions hit the mark, a fourth of all 1955 cars sold would be Chrysler products.

4. Chrysler's divisions streamline and step up Sales.

Plymouth: This year the field staff concentrating on Plymouth has been trebled from 75 to 250. These include three zone, 19 regional, 175 district managers, and used car merchandisers.

The division's new cooperative advertising program now embraces 99% of all 10,000 dealers. The dealers decide on local media—which include newspapers, radio, outdoor boards and small town movie trailers. Without revealing the enlarged schedules for the new cars, these may be suggested by the fact that last April alone, when this program was just getting along, Plymouth-and-dealers used 7,246 insertions in 3,438 newspapers, 250 radio and 17 TV stations, outdoor posters in 245 markets, and trailers in 298 towns.

Plymouth won't load dealers. Each car will be built only to specific order. Yet Plymouth intends to double volume. By Oct. 20, when the first of 48 dealer showings was held, 160,000 cars already had been ordered.

Sales promotion material mailed to dealers include a case history brochure telling how other dealers sell new cars and a book on examples of effective want ads in moving used car stocks.

Dodge has "substantially expanded" home office and field manpower to strengthen links with its 4,000 dealers. Four new divisional managers have been named, and sales districts have been realigned and increased. A used car merchandising manager now serves each of the 22 sales regions. Dodge is closing dealer gaps and seeks stronger dealers, especially in metropolitan areas.

Dodge on "Parade"

Dealer response at "house in order" meetings in 30 cities early this fall led Dodge to step up production for the rest of 1954. Under a new policy each dealer got the exact sample models he ordered, in body styles, colors, accessories. In addition, on announcement day 6,000 identical Dodges—all in cameo red and sapphire white finish—were driven around the nation's streets.

Retail salesmen were ready for a rush. They had been taken to regional meetings and quizzed on the new cars. Best "students" won merchandise prizes. All dealer employees, and their wives, saw the new Dodges on arrival and made the debut a "family affair."

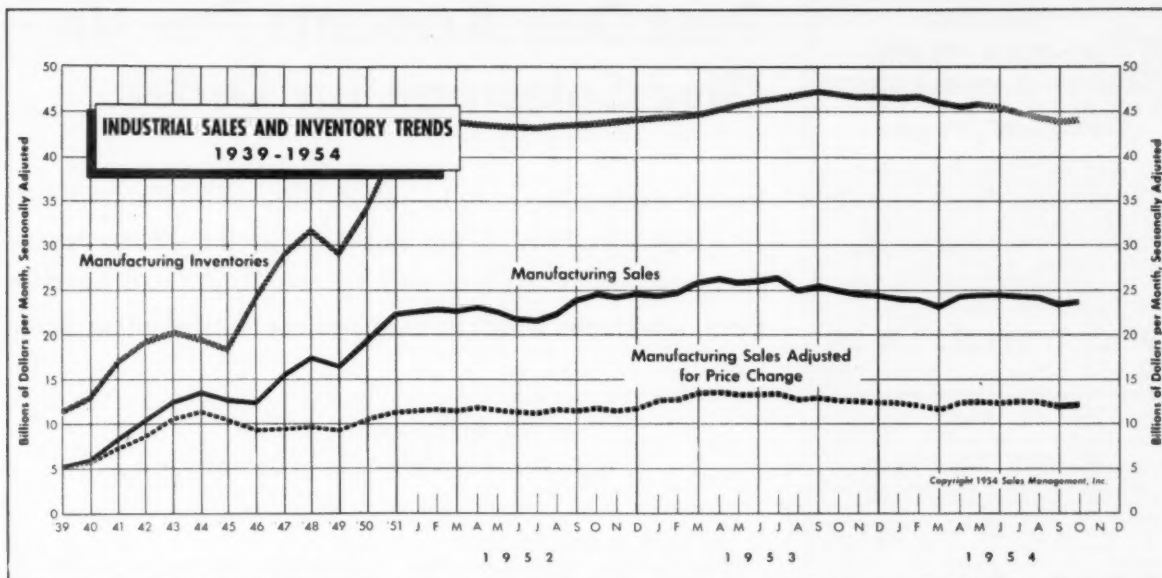
DeSoto, by late 1956, will expand its dealer group from the present 2,800 to 3,200. The field sales force is being enlarged. Sales regions now number 19 by splitting "Los Angeles" and making San Francisco HQ of a new region. The two-year plan stresses not only closer relations with dealers but sound dealer business management and "livelier" used car merchandising.

In the last year dealer mortality is reported as "surprisingly low." Usually, "top-notch replacements" have been made.

DeSoto dealers first saw the new cars at meetings held between Oct. 20 and Nov. 9. In each area, a couple of days later, DeSoto met with its salesmen... One new "help" is a sales talk covering each feature of the car: design, styling, interiors, engines, etc. DeSoto urges dealers to give demonstration rides. For full appreciation, the cars must be driven.

On the theme "Styled for Tomorrow" DeSoto has launched its "biggest and most lavish" announcement campaign. In it Groucho Marx and his "You Bet Your Life" TV show play a major role.

Chrysler division. "Force the fight."



INDUSTRIAL SALES in October increased over September despite the fact that the resumption of automobile production encountered some difficulties. This pickup in sales was quite general throughout manufacturing, with the steel industry making particularly noteworthy re-

coveries. The inventory decline was arrested in October indicating that the process of reducing inventories, begun in September, 1953, was nearing completion. Since some industries were replenishing stocks to meet the increase in new and unfilled orders, inventory was near September.

Make the other dealer play by *our* rules for a while." These words by E. C. Quinn, president of Chrysler division, were carried Aug. 26 by closed circuit telecast to dealers in 28 cities.

From such in-the-family, off-the-record talks (this one reported by *The Wall Street Journal*) it appears that Chrysler Corp. and its car divisions are getting tougher.

If a dealer can't or won't go "*the whole way*" to his quota, Quinn emphasized, Chrysler division either will add another in his area or replace him entirely. District managers will have a lot to say about the num-

ber of his salesmen, his facilities, and attitudes. . . .

Although Quinn denies a "sell—or else ultimatum," he shows that Chrysler division is "determined to regain our share of market. We expect *aggressive salesmanship* by dealers."

Of 239 dealers lost in the first nine months of 1954, 195 were replaced. Present total is 3,200. . . . The 26 sales regions are now supervised by four divisional managers—at New York, Detroit, Kansas City and San Francisco. . . . "More money is being spent for tooling, advertising and sales promotion than ever before."

With Chrysler division, too, *selling has become everybody's business*. Early in October members of Local 7 in Detroit of UAW-CIO went forth to drum up trade among business firms and individuals around the East Jefferson St. plant: "When you buy Chrysler cars," they said, "we work. When we work, your business is good."

Quinn wrote to congratulate Jesse Cundiff, president of Local 7, for this evidence of the way "Chrysler people are pulling together to make 1955 one of the best years in Chrysler history."

The End.

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December Forecast

Which will be your best markets in December? See High Spot Cities in the December 1 issue of Sales Management.

Past Due Accounts Pay Up, Give Salesman an Order

With merchandise easy to get, delinquent dealers will turn to other suppliers, if the salesman is not willing to use salesmanship to collect and to re-sell. An old hand at both reveals the words he uses and explains why they work.

BY WILLIAM C. DORR

W. C. Dorr Associates*, Sales Consultants

Most salesmen will agree that a business has to turn its inventory periodically and fairly evenly in all its categories and price brackets. But what some of us seem to overlook is that the company's accounts receivable must also get the required number of turns, if the business is to continue solvent.

That brings up the age-old argument: Should salesmen be expected to collect past due accounts when calling on their customers?

Some salesmen will say it kills their technique; it cramps their style. Others consider it beneath their dignity to ask for a check—let the collection department worry about that. Still others are simply afraid to mention a PDA (past due account). It might spoil the sale, perhaps lose the customer!

Plus a New Order

Let's get one thing clear—and this, too, is as old as the check argument: "A sale is not a sale until the money is in the cash drawer and a replacement order is on the books."

Then, and then only, are profits really earned. That's when management is encouraged to go ahead with its plans for increased volume and greater earnings for all, salesmen included.

Past due accounts are the bête noire of business and some companies have rather rugged policies regarding their collection. Incidentally, they return to the salesman all additional orders taken from those customers as a direct notice to him that the accounts have gone "sour." Thus, if

*New York City

he wants the new orders shipped, he had better hustle around and pick up the checks.

As a further means of getting action from the salesman, some lines charge back to his current sales the invoiced amount of the past due account, when it is finally turned over to an outside agency for collection. Do you do it?

20% for Collection

The reasoning here is the same as that used in the handling of returned goods which are also debited to the salesman's current sales totals. Besides, it doesn't make sense to pay commission on a shipment that may cost up to 20% more for collection and may even be a total loss to the company. When salesmen are on a salary and expense basis, this practice makes for a more realistic cost of sale and, with their help, serves to keep losses within the reserves set up for bad debts.

But let's leave management out of this and rather see how a salesman's own interests are affected by his willingness to keep his accounts "sweet" through an intelligent follow-up on slow pays. Like the credit man who reads reports and studies the ledger page to find reasons why he can ship rather than turn down an order, the salesman keeps after his marginal credits to maintain and increase his volume. Selling only prompt pay and discount accounts is prime business, but it's like buying only the tenderloin on the steer. It makes for a high cost of sale or lower earnings on commission.

Yet there are a great many more concerns—though rated slow good—

SALES MANAGEMENT

that will be checked by the credit department and can be sold continuously by the salesman, if he can be depended upon for his cooperation in collections. Keeping these customers in current condition and, at the same time, restocking them, is also one of the best ways to prevent competition from getting a foot in the door. It is common knowledge that otherwise the delinquent buyer will turn elsewhere for his needs, when the PDA is collected through office pressure which generally spells curtains for the account.

Actually, the salesman can do a better job than the finest set of collection letters or the most persuasive telephone calls from the credit man. The latter has little or no conception of the dealer's personality. He may call at an inopportune time. That sets up a rough reception for the salesman from a buyer who wants to know, "Whatinell is the matter with that guy in your office?" Can you blame him?

Compare such ineffective contacts with the salesman's specialized knowledge of each of his accounts. With the same combination of tactics he uses to get his order, he makes his try for the check. Besides, he knows fairly well if his stuff has been moving. He can see stock shortages, popular items missing, and similar telltales which are hard for his customer to cover up. Too, it looks as if the merchant is using his—the salesman's—money to pay somebody else! The salesman can ask if that is fair.

No Trading Up

Even dead stock doesn't necessarily faze the salesman. Generally, the higher-priced group of numbers hasn't turned because little or no effort was made to trade up the consumer. If the salesman gives a quick run-down on those forgotten sales pointers—a nice opportunity to get the line into a better display position—the odds are that he will get a reorder on the low line merchandise and other specials, plus a check for the open account. Can a buyer refuse a salesman who takes the time and trouble to help him improve his business?

Close contacts with these fringe accounts also keep a salesman alert for the dealer "getting into trouble." Thinning stocks, sloppy housekeeping and similar outriders of an impending failure warn that it is time to get out. It's mighty poor salesmanship to get sucked in on a "bust"

taking place right before his eyes.

But why does a salesman continue to solicit business when overdue items are still unpaid? Certainly no credit man will check those orders! Thus much precious selling time, effort that should have been spent on a better prospect, goes down the drain.

Some salesmen seem to think that the office can use the order holding as a lever to pry a check from the account for the past due invoices. In times of short merchandise that will work. Under more normal buying conditions, however, the usual reply from the delinquent account is "Forget the order" or, worse, "I'll get what I need from someone else. They are not as tough as you people to deal with!"

How One Man Does It

And the funny part of it is that the salesman can do practically the same thing and come up with a check and a new order, too. Let's hear how one chap handles his overdue customers. He says it goes something like this:

"I never ask for a check right away. Nor do I pull out my stack of invoices or PDA list which tells the dealer that he isn't the only one who is behind in his payments. For, even if I do get my check, the chances for an order are that by that time pretty slim.

"Instead, I open up my sale with items I know are purchased regularly by that account because they move steadily in his store. When I get them down on the order book, I am suddenly reminded that the credit man happened to mention *his* account when I was talking to the office the other day.

"Having acknowledged the need for the merchandise already ordered, the buyer generally concedes the justice of my request and reaches for his checkbook. And when I know my man and the situation warrants it, I am not averse to taking a 'head check' which, in salesman's lingo, is a check post-dated a few days.

"As for the order, there is almost no difficulty in writing up the balance of his needs for—'Am I not giving you goods right back for your check?'"

That's the kind of salesmanship worthy of the name. These are the men who build a *profit-minded* sales force, perhaps the most potent asset a company can have. It's the hallmark of the real salesman. Do all of your salesmen measure up? **The End**

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How to Improve Marketing Efficiency:

Analysis of catalog procedure made by Sweet's Catalog Service, Division of F. W. Dodge Corp. It outlines the ways in which a catalog can achieve a manufacturer's objective—whether it be for more orders, or lower costs per order, or both. It tells how to establish benchmarks for measuring the efficacy of a current and future catalog program in a co-ordinated marketing plan; how to create selling opportunities by meeting the needs of buyers who are faced with the problems of determining what to buy, when to buy and from whom to buy; how buyers use catalogs; how to co-ordinate a catalog with advertising and selling; how to meet sellers' catalog needs. In addition there is information about catalog design, production, coverage and accessibility. Write to Garwood R. Wolff, Sweet's Catalog Service, 119 W. 40th St., New York, N.Y.

This description of the free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure", appeared previously in "Worth Writing For". We reprint it here for the benefit of those who might have missed it.

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Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Handling Advertising Inquiries:

Booklet issued by Rogers Publishing Co., publishers of *Design News* and *Purchasing News*. Authored by Franklin W. Bartle, industrial advertising manager, Permacel Tape Corp., it describes his method for acknowledging and evaluating advertising inquiries; forwarding leads to the sales staff; checking results; reporting results to management. Among the subjects covered: literature; letters with mailing pieces; salesmen's help; filing; lists of customers. Write to R. B. Mitchell, Promotion Manager, Rogers Publishing Co., 20420 Woodward Ave., Detroit 3, Mich.

Middle Management Leadership:

A guide to the development of leadership qualities which has been made available by The Sales Executive Club of New York. Edited by J. S. Schiff, professor of marketing, Pace College, New York, and Harry R. White, executive secretary of The Sales Executive Club of New York, it is a complete transcript of the Seminar in Sales Leadership sponsored by the Club May 17-18, 1954. Among the topics presented are How to Train the Salesman to Sell, How to Use Supervisory Control to Improve Sales, How to Evaluate Sales Personnel for Promotion to Greater Responsibilities, How to Sell Company Policies to the Sales Organization. Cost to non-members is \$7.50. Write to Harry R. White, Executive Secretary, The Sales Executive Club of New York, Roosevelt Hotel, New York 17, N. Y.

Test Town, U.S.A.:

Market data for South Bend, Ind., published by *The South Bend Tribune*. Because it is typical of the entire country, the U.S. Government uses South Bend for important tests and studies. The U.S. Bureau of the Census used two South Bend area counties—St. Joseph and Marshall—to test and refine questions used in the 1940 Census of Population. The U.S. Health Department used it as the site of its wartime nutrition studies in 1942. America's Typical Family, selected by the Associated Press on the basis of Cen-

sus data, lives in the area. Included in the data presented: market facts; map of the South Bend market; population; buying power and income; retail sales; industrial employment; newspaper and magazine circulation, lists of wholesale and retail outlets. Write to Clarence Harding, Public Relations Director, *The South Bend Tribune*, South Bend, Ind.

Meat Packing and Allied Industries:

Market and media data file presented by *The National Provisioner*, which covers market aspects of the meat industry (over \$15 billion annually in sales—more than 25 billion pounds of products). Data include plants—location, kinds, employment, classifications; production figures and product tables; state and area production. Write to Don Fulam, Sales Promotion Manager, *The National Provisioner*, 15 W. Huron St., Chicago 10, Ill.

Primary Markets for Engineering Materials:

Data file issued by *Materials & Methods*, which defines the basic markets for engineering materials, parts, finishes and materials-processing equipment. It identifies in the hard goods industries the men who select and specify engineering materials used in product design and manufacture, and lists the types of technical and economic facts needed to select materials and materials-processing methods. Write to William P. Winsor, Publisher, *Materials & Methods*, 430 Park Ave., New York 22, N. Y.

Current Outlook for Business and Industry:

A digest report for top executives, published by McGraw-Hill Publishing Co. In it McGraw-Hill editors draw from their intimate knowledge of specific industries to discuss current trends and project the outlook for industrial markets, products and services in the fields their publications serve. It covers domestic industries and international fields. Write to Frank Carson, Promotion Manager, McGraw-Hill Publishing Co., Inc., 330 W. 42nd St., New York 36, N.Y.

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How Advertisers Use Photo-Reports



Illustrated booklet describes how Sickles gets pictures and reports for Advertisers and Editors
Send for free copy

SICKLES
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38 Park Pl., Newark, N. J.
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SALES MANAGER WANTED

Modern successful Seed Plant, located in Southeast, desires sales manager. Planters can raise the seed if you can sell it. Unlimited opportunity, complete charge, opportunity to buy company stock. Write c/o Sales Management, Box 3077.

CANADA

Salesman with years of experience looking for lines, or line to net not less than \$20,000 to sell in this prosperous country. Reply c/o Sales Management Box 3082.

THE SCRATCH PAD

By T. Harry Thompson



The Government, too, has a way with words; says it is watching to see that business does not overstep the line in its current "urge to merge."

Title for a book advertising Bermuda: "Just Among Fronds."

It's a wonder there isn't a pop-tune called "Sump-Pump," a sort of sequel to "Cement-Mixer."

Hal Cochran says we don't have enough horse-sense to match today's horse-power.

An old-timer is one who can remember when we had "dry-goods stores" which had "notion counters."

Quoting *Mart*, Curtis News-Briefs says no other electric houseware ever clicked so fast as the rotisserie. Sales jumped from 125,000 in 1952 to 650,000 in 1953. Which gives me the chance to say that one rotisserie is probably the spit image of another.

"Every day is Choose-day," said Kellogg's Variety-Pack cutely awhile back.

Never Underestimate, Etc., Dep't.: It's Mother Goose who gets written up, you'll notice, and not Father Drake.

No wonder the hen gets discouraged, according to Marshall Pickett. She can never find things where she laid them.

"Long Time No Sea?" asks an Ocean City, N. J., hotel. I thought that headline was kind of cute when I gave it to Atlantic City's Chalfonte-Haddon Hall Hotels eight years ago.

Something tells me they've stopped putting watchpockets in men's trousers. I never could find any use for them since the prehistoric era of watch-and-fob.

MEXICAN HAT SONG: "Sombrero Voice Is Calling."

Jerry Gray used to tell me about the fellow who was "taken suddenly drunk," and now Orville Reed has a chap "getting over a slight case of whisky."

Rhythm Section: "Out of the night came a call for help."—*Bell Telephone*.

I wonder how a cinemusical as sophisticated as *New Faces* made money?

BACHELOR: A man who enjoys life, liberty, and the happiness of pursuit.—*Pause*.

The railroad and the "double" are two of the most dangerous crossings, according to *The Country Drummer*.

Advertising can get out of hand, *Time* thinks. "Come in and steal 'em," Sutter Sales Co., Sacramento, said of its air-conditioning units. A burglar obliged by taking four of them.

Tessie O'Paque leaves a note asking if "Eerie, Pa.," is a ghost-town. A lesson in spelling would straighten her out.

They say a gal once wrote the late Dorothy Dix, asking what to do for pimples, saying they gave her an "inferiority complexion."

Wandering into a fancy grocery, my gaze lit upon a container of snails, with the meat in a closed tin and the shells from which it was presumably scooped shown in a transparent cylinder attached on top. Next, I saw a can of alligator soup and a tin of *Gusanos de Maguey Fritos* (fried agave worms). All of a sudden I wasn't hungry.

In Puerto Rico, orange juice is *jugo de china* . . . a hint that, indeed, the first oranges came from China and not from the Valencia district of Spain.

CONFERENCE CLICHÉS

Our hands are tied . . .
In the last analysis . . .
Check me up on this . . .
Just thinking out loud . . .
The whole ball of wax . . .
Just for sake of argument . . .
Look at it this way . . .
Don't pin me down, but . . .
From what I hear . . .
It ought to be duck soup . . .
Where do we go from here? . . .
If you ask me . . .
Now we're getting somewhere . . .
To be brutally frank . . .
Let's kick it around . . .
I think we missed the boat . . .
I'll give it to you straight . . .
Our advertising stinks . . .
We've got to get out and sell . . .

THICK: Stupid or dull, as in the epigram that there is nothing more boring than sitting up with a thick friend.—*Comic Dictionary*.

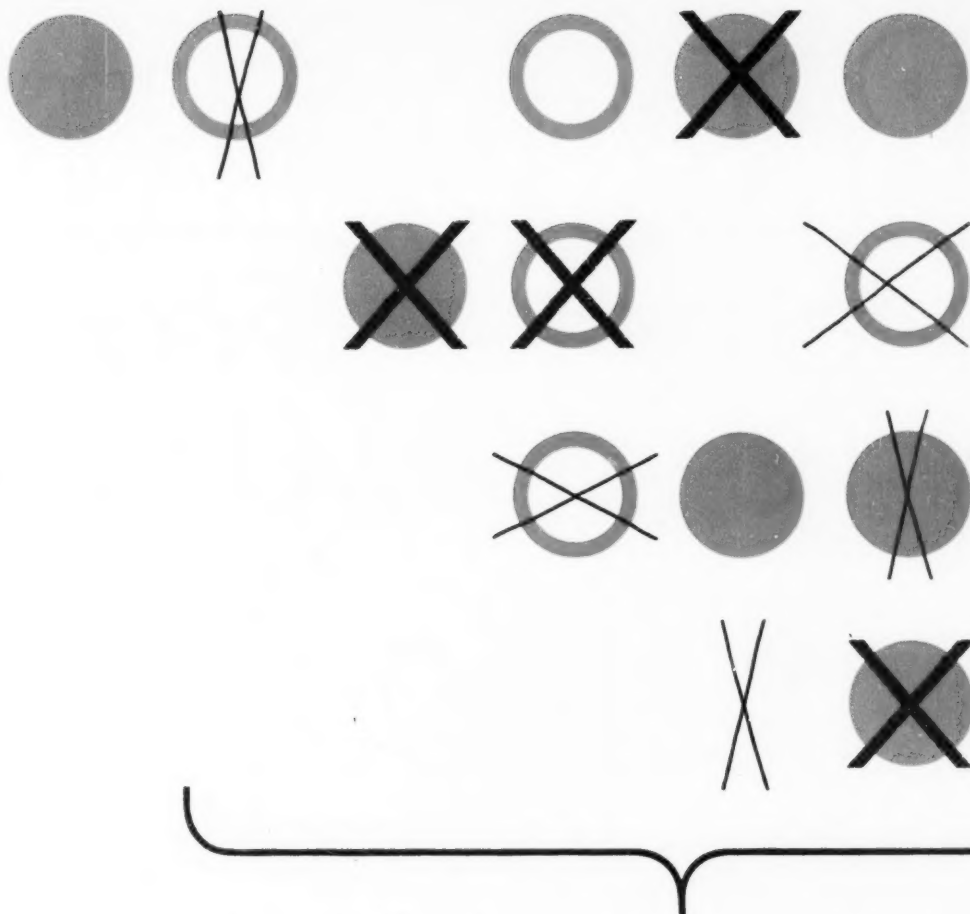
Harry Klein sends a clip from the *London Daily Sketch*, in which Harold Ingles gives us the Seven Ages of Man: At 5 months, all lungs; 5 years, all ears; 15 years, all hands and feet; 25 years, all muscle; 35 years, all bustle; 45 years, all tummy; 95 years, all in.

Progress-report from *Grit*: New high of 754,252 copies per week. Advertising higher by 21.9% than first six months of 1953. Things appear good in Small-Town America.

Jean Yothers tells me about the gal who couldn't watch a Mickey Mouse film. It gave her a Disney spell.

They say a Commerce Department official has a sign on his desk bearing the word "Think." Under it, some wag has penciled: "Or thwim."

SALES MANAGEMENT



the great lost opportunity for sales

■ Everybody wants more sales. And every company spends money for catalogs. But not all companies realize how important their catalogs can be in getting business that otherwise gets X'd out of their sales picture.

—■ Those who specify in industry almost always use catalogs to sift suppliers before calling in salesmen. And *your* catalogs can be planned specifically to induce more of them to call your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use.—■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been the whole business of Sweet's for nearly 50 years. A helpful new booklet, "Your catalogs—key to more orders," is yours for the asking. Sweet's Catalog Service, division of F. W. Dodge Corp., Dept. 30, 119 W. 40th St., New York 18. Offices in all principal cities. "The easier you make it for people to *buy* your products, the easier they are to *sell*."



BRAND SELLING NEEDS THIS BUYING ACTION TODAY!



As selling conditions make clear that advertising must do more than establish brand identification, you can get the buying action that registers with retailers by placing your advertising in the medium on which, more than any other, people depend for buying information.

People turn to the newspaper with a personal interest they give to no other medium. When you place your advertising in the newspaper, you hook it into a dynamic relationship that generates greater volume and velocity of results.

Bought, read and bought from by hundreds

of thousands more families than are reached by any other Chicago newspaper, the Tribune produces best results for advertisers. During the twelve month period ended December 31, 1953, the buying of readers attracted to the Tribune over \$58,000,000.00 in advertising—far more than has ever been placed in a similar period in any other newspaper.

A Tribune representative will be glad to discuss with you a plan that will produce more sales of your brand and build a consumer franchise for it among Tribune readers that will place you in a stronger market position. Why not ask him to call?

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1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick Associates
155 Montgomery St.

Los Angeles
Fitzpatrick Associates
3460 Wilshire Blvd.